

# Connect

An insight into CPH

## Olivia Joof – an acting talent in full flow

**CONTENT:** CPH sets an ambitious course toward a green future | Pia Jeanette Lynggaard is to ensure The Shopping Center's leading position | Lagkagehuset gives responsibility to young people – 25-year-Sofie is manager for 130 employees | Time is important – hair salon in the airport taps into a consumer trend | Build-up to this spring's Diploma Ceremony | Since last time – news from your working day

March | 2019

## Connect

Connect is published four times yearly by Copenhagen Airport for employees and concessionaires/ tenants of stores and eateries in CPH. Connect writes about new trends in retail and travel retail and focuses on overall development of the airport. In addition, Connect also gives readers insight into everyday life in CPH: the dedicated employees, the happy travelers, and everything surprising and innovative that takes place daily in Denmark's biggest workplace.

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## Dear Reader,

We are well under way now in 2019, and so is my employment here in the airport as Director of Airport Sales & Marketing. I have already met a great many of you, and I would like to take this opportunity to say thank you for such a fine welcome. It has been inspiring to listen to your descriptions of the challenges and opportunities you face, and I am looking forward very much to continuing our journey together. A journey that already this year presents many exciting tasks. As you can read here in Connect, the airport has embarked on an ambitious climate strategy within the framework of The Danish Aviation Trade Association, which will ensure a CO<sub>2</sub>-neutral aviation operation in 2050. This requires action, and it is a task we take very seriously. For this reason we are, for instance, establishing a green think-tank which is to come up with suggestions as to how we can become standard setters on the global stage regarding sustainable air traffic.

Another thing I look forward to is showing the new extension in Terminal 2 to our many spring guests. Even though this extension is not new for all of us who are in the terminals daily, there are many Danes who have yet to experience the inspiring stores and eating places that have opened here recently. Therefore, we still have the task of informing travelers about the many new opportunities the airport has to offer.

Last but not least, I would like to strike a blow for reminding you to sign up for the Diploma Ceremony/Party for Retail Academy to be held this year on 1 May. We want very much to celebrate you and all the good things you do daily for our many guests. In addition, this of course gives me, personally, an opportunity to get to know you better – in a somewhat different setting than the usual daily routine.

I hope to see you,

A handwritten signature in black ink, which appears to read 'Pia Lynggaard'.

**Pia Jeanette Lynggaard**

Director of CPH Airport Sales & Marketing

# Since last time

1,972,167 guests traveled through our terminals in the first month of this year. This is 2.3% more than last year. Here is a selection of what else has happened during the first quarter.

## Major renovations

After major renovations, Lagkagehuset opened again at the beginning of March. The newly decorated unit with stylish furniture, fine details, and integrated plant boxes in benches and tables creates a wonderful oasis for the many travelers passing by.



## Exclusive services in the airport

From Monday to Friday between 9:00 and 12:00 you can have your ears pierced at Pilgrim. This offer is for ID-cardholders only and not passengers. Each hole costs 75 DKK and is done by the store personnel. In TAX FREE Main Shop, every Friday, Saturday and Sunday you can have your nails varnished for free in the new #Looklab area. Both staff and passengers can drop by the nail bar, which has been arranged in collaboration with the brand Essie; and you can choose the colour yourself.

## Tele-workshop in CPH

The tele-workshop Phobilix has opened on the 2nd floor in Terminal 2 Landside; it is a new service for ID-cardholders only and not passengers. Here you can have all types of damage repaired: cracked covers, broken glass, defective microphones or loudspeakers, and dead batteries on private units. Tablets and computers are included, too.

## A major milestone has been reached

Even though it wasn't exactly in the first quarter, the following result was so huge for the entire airport that it deserves to be mentioned again: On 27 December 2018 the airport set a new record with 30.3 million passengers. This is the first time ever that so many passengers passed through our terminals in only one year. Compared to 2017, there was an increase of 1.1 million passengers in 2018. Despite the busyness, the average waiting time in Security Control was 3:56 minutes. A truly fine result, which creates a better customer experience from the start.

## High level of passenger satisfaction

CPH has worked hard in recent years to improve the passenger experience in the terminals, and it looks promising for 2019. New surveys show that passengers are very satisfied with their experience in the airport, including the processes, personnel, Wi-Fi, shopping and food. All in all, passenger satisfaction in 2018 was rated at 81%. On the basis of these figures, CPH was estimated to be the 10th best airport among comparable airports in the EU.



## New stores

- About Vintage
- Saint Laurent
- Polo Ralph Lauren
- Design Letters
- Espresso House



# **Ambitious climate ini- tiative now launched**

**Copenhagen Airport is to be a pioneer company in the aviation branch regarding the green agenda. This is according to Thomas Woldbye, CEO in CPH, who at the beginning of March launched an ambitious climate strategy in continuation of the climate proposal that CPH entered into with the rest of the Danish aviation branch in February.**

Already this year Copenhagen Airport is to be CO<sub>2</sub>-neutral. This applies also to all domestic flights, which, beginning next year will be 100% CO<sub>2</sub>-compensated. In 2030, the airport's carbon footprint will be reduced by 30% compared to 2017, while it will be completely CO<sub>2</sub>-neutral in 2050. Together with the rest of the Danish aviation branch, CPH has launched an ambitious climate proposal which will ensure sustainable flight transportation in the near future. This is the first time ever that the aviation industry has collaborated on a joint climate proposal, and the new initiatives strengthen the journey toward a greener climate that Copenhagen Airport has been on in recent years.

"More than 30 million people travel annually via Copenhagen Airport to experience the world and return home with inspiration and experiences. Being able to fly all over the world is essential for our affluence and welfare. However, it must not be at the cost of our climate; and as an airport, we naturally have a responsibility for the society of which we are a part. Therefore, over the course of many years we have launched many climate improving initiatives, such as the ground water cooling of our terminals, replacement of lights, installation of solar cells and much more. But we cannot, as an airport, solve the climate problems ourselves. So I am happy that Copenhagen Airport is part of an ambitious, joint trade association proposal for the climate area," says Thomas Woldbye, CEO of Copenhagen Airport.

This proposal was conceived in collaboration with 22 member companies of Brancheforeningen Dansk Luftfart (Association of Danish Aviation), in which CPH is on the board. Just as in most other associations, climate change challenges have recently been more and more visible in discussions, including especially the CO<sub>2</sub> imprint of air traffic. And this is entirely justified according to the Association of Danish Aviation. Even though air traffic today accounts for only two-three percent of the world's fossil CO<sub>2</sub> emissions, global growth in the aviation industry is considerable, and this exacerbates the challenge significantly.

### Sustainable fuel is the key

Thus, there is also a special need for someone to be a leader in the endeavour to find useful solutions that transcend existing international structures. Especially in view of the fact that CPH only has direct control of around seven percent of the overall CO<sub>2</sub> emissions in the airport, while aircraft, transportation to and from the airport as well as other partners' consumption in and around the airport accounts for 93% of the overall emissions. An essential element in the airport's climate strategy is thus also the establishing of partnerships that contribute to research and development in the form of innovative solutions such as sustainable fuel, electric aircraft, and other climate-improving technologies, states Thomas Woldbye.

"Sustainable fuel is the key to sustainable flight operations. The development of new, innovative solutions will require a focused and, not least, expensive effort from the entire aviation industry; and thus we also need politicians, education- and research institutions, and experts to engage with us. The development of the aircraft fuel of the future is also a potential Danish energy adventure which we in CPH want to be part of writing. With our climate strategy, we have committed ourselves to some ambitious goals, and we look forward to speeding up this work even more with the rest of the aviation industry."

## The specific goals in CPH's new climate strategy

- In 2019 CPH is to be a CO<sub>2</sub>-neutral airport**  
 This will be achieved through a continued effort to decrease the emissions of which CPH has control (including CPH's energy- and fuel consumption as well as the business trips of employees) and by implementing climate compensation measures which counterbalance the rest of CPH's emissions by supporting CO<sub>2</sub>-reducing projects in Denmark and other countries.
- In 2030 airport operations and transport to and from the airport are to be free of emissions**  
 This will be achieved, for example, by CPH continuing its investments in solar cell systems and supporting the green conversion of ground transport by strengthening the charging infrastructure for electric vehicles on and outside the airport area.
- In 2050 the entire airport is to be free of emissions**  
 This means that Copenhagen Airport must be entirely without CO<sub>2</sub>-emissions from the airport itself, air traffic, and the companies operating in the airport and ground traffic to and from the airport. This will be achieved through strategic partnerships across the aviation industry, decision makers, and researchers, focusing on greater accessibility of sustainable fuel and development of climate-friendly technologies.



### Green electricity and traffic

The green conversion of CPH means, among other things, that the airport will – to a greater extent – produce green electricity itself, just as we will work toward creating smarter, greener and cleaner ground traffic so airport employees can carry out their duties with equipment and vehicles that do not use traditional fossil fuels. In addition, both employees and passengers must be able to come to and from the airport by using sustainable forms of transportation.

# New Director to ensure more nuances

**As former commercial manager for 17 of the country's biggest shopping centers, Pia Jeanette Lyngaard had solid experience with her when she assumed the role of new manager for CPH Airport Sales and Marketing at the beginning of December. Connect invited the 54-year-old retail veteran for a chat to learn more about who she is and what her visions are for the airport's commercial area.**

## **Why did you apply for the position of Manager of Marketing and Airport Sales?**

"When I was contacted regarding the position, I had just moved internally in my previous job and so basically I didn't think the timing was right. They asked me whether I wouldn't like to hear a bit about it anyway, and the woman I spoke with only had to say Copenhagen Airport and I was sold. The airport is an ultimate shopping destination with 30 million guests. There is a concentration and nearness of customers you don't see elsewhere, while at the same time there is a significant international connection – both regarding passengers but also brand and concepts. To be able to exert influence on such an exciting shopping destination is difficult to refuse with the background I have."

## **What is your background?**

"I am store trained; I have been behind the counter for many years, but I've also worked behind-the-scenes and been purchaser. Since 2007 I was employed at DEAS in various positions, most recently as commercial manager for the 17 shopping centers that the company operates all over Denmark. More specifically, I bring with me a broad knowledge about retail; I know what it means to operate a place with many stakeholders, and at the same time I have solid managerial experience which, I think, is necessary to operate a business in times of change."

## **What exactly will be your tasks?**

"In general, I will be working with developing the Shopping Center and the units and looking at how we can opti-

mize and where we can grow. Regarding marketing, I will be ensuring that we are working with the setup we have today, but also investigating whether there are things we can do digitally to move our business."

## **What is your vision for the airport's shopping center in the future?**

We must create more nuances. We have to be careful not to make a traditional shopping center, but one that is adapted to the hub that the airport is. Our guests range from affluent Chinese to Mrs. Jensen from southern Zealand, and they must all think that our shopping center is interesting for them."

**Can you give us some specific examples of nuances that you think are lacking out here?**

“The way we travel on holiday today must be reflected better. We go on yoga trips, ski trips, and soccer trips; and I see great developmental potential in the active lifestyle and sports segment. In addition, I have this somewhat eccentric idea about accessories for pets. This is an area where a lot is happening, especially internationally, and which could be fun to expand.”

**What unrealized potential is there in the shopping center today in your view?**

“A couple of years ago, the focus was on F&B, where there was a lack of places for especially the young target group. Today, we are looking more at the category of stores under-represented here, and of which the sports category is a good example. However, we also have to think in entirely new ways. Perhaps, in the future, we will not be selling only things you need on your trip. Maybe you will be able to purchase your new car or your new kitchen in the airport. Perhaps we should establish small workplaces out here, or places where you can take a nap between connecting flights.”

**What are your thoughts on the work ahead of you?**

“I think a lot about the major expansion project that is already well under way. What kind of experience universe should we create, and what does the traveling passenger need on his/her way? How can we make the shopping center bigger yet still interesting?”

We should not make more of the same, but instead add new categories that embrace the tendencies in society. That will be one of the most important things.”

**CPH has just launched a green agenda; how will that impact on the shopping center?**

“Much has already been done regarding sorting of waste, solar cells and groundwater cooling, but clearly the green agenda will have an influence on the future shopping center here in the airport. When we look for new brands and units it will definitely be more in focus. We will be looking at the companies’ CR-policy and their degree of sustainability – and this holds true for both F&B and clothing. Consumers are making more and more demands, and this is something they quite rightly expect. Therefore, it will also be reflected in our store-related strategy.”

**Now you have been here for roughly three months – how has it been here in the beginning?**

“Quite hectic, but also really fun. I am still in the honeymoon phase and quite euphoric about everything. I constantly meet many clever people, and I am still negotiating my way out into the corners of the business. In addition, it has been extraordinarily fascinating to see how the units in the shopping center are not only engaged in their own store, but also want to be part of something bigger. I haven’t experienced this before, and it is wonderful to feel that we are all pulling in the same direction.”

**What are you most looking forward to starting?**

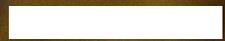
“An even closer dialogue with the concessionaires and to getting closer to the daily routine. I’m looking forward to getting my hands on the small subtleties and fine tuning that make it possible to bring the right knowledge into the continuing work. I haven’t had so much time for this yet. And I’m looking forward to the continuing development of CPH, where, together, we can think the new thoughts necessary for having one of the most exciting shopping destinations in Denmark – also ten years from now.”

**About Pia Jeanette Lynggaard**

54-years-old and coming to us from Deas A/S, previously Steen & Strøm, where she was employed since 2007. Deas A/S operates a total of 17 Danish shopping centers, including Lyngby Storcenter and Frederiksberg Centret, with roughly 65 million guests annually in all. Most recently Pia was Commercial Manager – Centermanagement, and was in charge of operations, marketing and development of the shopping centers, mix of stores, trends and tendencies in retail and F&B. In addition, Pia has a solid commercial retail background from TH.Wessel & Vett, Magasin, Estee Lauder A/S, IC Compagnys and Royal Copenhagen A/S.



# Olivia Joof has found her flow



Thanks to a good gut-feeling and a life that is finally in 'flow', Olivia Joof is already well under way in her career, even though she has not yet completed her studies at acting school. Meet the 30-year-old acting talent, trending now in CPH's most recent campaign for the new area in Terminal 2.





→ Radio host, dancer and artist. In her early twenties, Olivia Joof attempted to make a name for herself in a number of various forms of expression. However, success eluded her each time because there was no 'flow' as she puts it today. In fact, it was only several years ago when she got a host role on a children's program on DR Ultra that she found it. Flow, that is. She discovered how amazingly easy it was to understand the director's instructions and do what he asked. As a child of the actors Helle Joof and Runi Lewerissa, she was naturally close to the acting profession all during her childhood, but nonetheless it was first there, on DR Ultra, that the dream of acting was truly kindled. Since then, she has had major roles in both TV-series and the theatre and this summer she graduates from acting school in Aarhus. In recent months you may also have seen her in a number of short campaign films for the airport's new area in Terminal 2 side by side with actress Julie Rudbæk.

"It took time because I needed to feel it myself. When you are in your early 20's, it is hard to feel what you want to do. It is much easier then to find out what you really don't want to do," she says when Connect speaks to her on the phone from Aarhus, where she lives.

### **The gut feeling is crucial**

Even though the years before acting school were, in some areas, associated with uncertainty and a feeling of not being good enough, those years taught Olivia Joof a great deal nonetheless, she explains.

"I have done the opposite thing for a long, long time. Both regarding life in general, love, friendship and money. Actually, there are basically two ways to be in the world. One of them is always to want more or something else, and the other is to lean back a bit in life. If that guy or girl doesn't notice me at all, maybe I should stop going to that person's hang-out every weekend because there is no flow there," she says, pausing before going on.

"I have spent far too many years not being in flow. There seemed, in a way, to be a cork in me. It was really dangerous for me to make mistakes, both when I danced and created art, but when I began acting that feeling disappeared. For the first time, something felt more important and better, and got me to forget my vanity."

Therefore, her mission is first and foremost to trust her intuition and the little voice in her head. Recently she said no to a job that was 'quite big', but one that made her feel a little, nagging imbalance in her body. And you have

to dare act on that, she thinks, if you want to be a person in balance.

"Many actors are afraid to say no to things because they have heard terrible stories about not being able to get work. However, it is essential for me to look into myself and not say yes to something because of a fear of being unemployed. At the same time, this has given me an inner calm, so it's OK if I am not offered a role after a casting. Some roles are not for me, perhaps because I need a break, perhaps someone else will phone and offer me a more suitable role later that month. Everything happens because it must be so. In any case, my experience is that every time I don't follow my gut feeling or my inner guide it goes wrong."

### **Focus on one thing**

Even though she has not yet finished her training, she has already managed to make a popular name for herself. Most recently, she has been in Mikael Wulff's TV-series 'Perfect places' on TV2, in which she plays the character Simone ; and she had one of the main roles in the critically acclaimed performance theater play 'Amlet' at Aarhus Theater, a modern take on Shakespeare's Hamlet. She is often contacted by various companies attempting to get her to work as an influencer, but so far she has said no to everything. She is not interested.

"I reflect a lot on not doing anything unconnected to my profession. It would require focus, and I think I'm distracted enough to begin with, so for me it is fine to focus on one thing at a time. But the airport campaign was something else. Of course it is me doing the advertising and my name is there too. But it is a little universe created for this one purpose, and it meant something to me. At the same time, I knew that they had contacted Julie (Rudbæk, ed.), and so I thought 'OK, this sounds good'. I knew she had the same attitude to locating the focus as me, and the fact that it was still acting struck me," she says and states that the filming takes were some of funniest and longest workdays she has ever had.

"I am not lying when I say that I laughed for twelve hours in a row!"

Something seems to indicate that much of that happiness was captured on the final edition of the films. In any case, an analysis of the campaign shows that 85 percent of people who were planning to travel within two-three months wanted to visit the new area in Terminal 2 that the film promotes.



## 3 short questions for Olivia

### Has your attitude to the airport changed after having filmed out here?

"I now realize how much has happened out here. I have travelled twice since then, and each time I have arrived at the airport much earlier than usual. I am often the type who arrives at the last minute, but I have genuinely wanted to get here in plenty of time. I have enjoyed a glass of wine and felt very grown up. It was pure luxury. You can clearly see that there are people who are absorbed in this place; and our airport is truly super."

### Do you have a fixed routine in the airport?

"It has changed a bit after I did the campaign. Now I have to try something new every time. Previously, I was always at Joe & The Juice and got a double ginger-shot, a turkey sandwich and sometimes a latte with ginger. But that has changed. Now I want to try all the places and turn it into a little excursion."

### What was it like to film out here?

"It was really obvious that a lot of resources had been invested in it, which makes an actor feel secure. You know that you are in good hands. I've stood lots of times shivering with cold and without water on hour-long filming sessions. The airport shoot was amazingly well-organized and controlled. It really was a wonderful experience."



### When mother is famous

The fact that Olivia Joof is the daughter of actor and director Helle Joof is, in many ways, obvious. Her black hair curls in the same manner. The surname is the same; and so is the positive attitude to life. In other words, there is an obvious risk of constant comparison – something that in the beginning of Olivia Joof's career irritated her somewhat. Today she mostly shrugs her shoulder at it.

"I realize that it has to be mentioned. But this is my life and my choices, not my mother's. It's a bit like when people ask if it isn't strange to have a famous mother. But I don't have anything to compare it with because I've never experience anything else. My life is normal for me, and it's like having to explain it on the basis of how other people would feel if they lived my life for a day."



## The campaign returns

Starting in April, CPH is again turning up the campaign with Julie and Olivia for full blast. CPH still has a task to ensure that people know about the new shopping area in Terminal 2, says Louise Koldsgaard, Senior Brand Manager in CPH.

“Even though it may not be new for those of us working in the airport, there are of course many travelers who travel only a few times a year – and thus have not had the opportunity to experience the new area. Therefore, we would like very much to increase the target group’s awareness of the new shopping- and eating opportunities, so travelers hopefully plan to visit them on their spring trip, Easter holiday or summer vacation.”





3

1. 24 new reasons to arrive at the airport in plenty of time – that is one of the central themes in the short advertising films with Julie Rudbæk and Olivia Joof in the leading roles.

2. In the film 'Meeting in the airport', Olivia bumps into Julie holding her strawberry smoothy. Luckily, a new shopping area has opened with many new stores.

3. Humor was chosen as the campaign's handle, as it is a strong tool for getting people to become involved. Here you can see the two friends after Julie's awkward flirt.



### Writer of #metoo-short story

Even though acting is almost the only focus at the moment, Olivia Joof also has a special passion for writing. In fact, she can already include 'author' on her CV, inasmuch as she published a short story two years ago. The desire to write began before the idea of acting had lodged itself in her consciousness. She was travelling with her mother, Hella Joof, and had just seen the HBO series Girls, which follows four young women's lives in New York, depicting them with both seriousness and humour.

"I was crazy about the idea of making such a series myself. But mine would be with brown girls and a bit more Danish, both regarding our humour and our honesty. When I began writing the manuscript, I discovered that I was pretty bad at it, so I began writing it as short stories instead."

One of these short stories, Comuna, was published in 2017 in the anthology Skam (Shame), which also had recognized writers such as Lone Hørslev and Jens Blendsrup contributing. In Comuna, we follow the main female character on holi-

day in Brazil with her friends. She meets a local guy - who is too clever by half – in a nightclub and ends up at his place.

"It's a real handful, and it is kind of #metoo-like, but it's good. My writing is on stand-by at the moment, but it is something I will certainly begin again. My dream of writing a TV-series is still very much alive, and there is good energy and flow in the project."

What more the future has to offer is, however, still completely open. First, she plans to complete her education and absorb all the experience she can.

"I want everything and nothing in particular, and I am very open for what comes. I have just got a role as a police officer in a TV-series, which is really cool. I never imagined playing such a role. The series will be aired when I have finished at school, and then everything is wide open. That is really exciting."

A portrait of a young woman with long, straight blonde hair and blue eyes. She is wearing a dark blue blazer over a dark top and a thin necklace with a small pendant. She is looking slightly to the right of the camera with a neutral expression. The background is a blurred indoor setting, possibly an airport, with warm lighting and out-of-focus lights.

# **Sofie is 25-years-old and manager for 130 employees**

**By utilizing the internal job-ladder, 25-year-old Sofie Schmidt is now manager of Lagkagehuset's 130 employees in the airport after only three years. Learn about how she managed this and what Lagkagehuset does to retain and develop its employees.**

"I can, I will, I must." A mantra that Sofie Schmidt has used since she began three years ago as Lagkagehuset's Teamleader for the unit in Terminal 2. Today she has advanced to Area Manager in the airport, which means that at the age of 25 she has the executive responsibility for a staff of 130 employees as well as three of the chain's busiest stores. When she started in CPH, she hadn't thought much about how long she would be here. As long as it was fun being at work and she could see herself developing, she would stay. That was roughly how she put it at one of the first discussions she had with her manager, who did not hesitate to help Sofie on the way to greater responsibility.

"I have always had an ambition to do more, and if you have that ambition you need to express it to the boss," says Sofie Schmidt.

But a workplace also needs to listen if you want to utilize the full potential of your employees, says Maria Thestrup, who is training manager for all Lagkagehuset's stores as well as Sofie's former manager in the CPH unit.

"We regularly have 'Lagkage-conversations' with all employees, and one of the first things we ask about is whether the employee sees him/herself as a manager one day. It is in these dialogues we attempt to get to the core of what the employee is looking for in Lagkagehuset as a workplace; and it gives us good insight into how we can challenge the individual and make it fun for everyone to go to work. In our experience, the latter is incredibly important in keeping especially the youngest staff members at the workplace."

#### Helping your own to get ahead

"For us it is about the right mindset. We do not look for a definite age group among our employees, but rather someone who desires to be part of our journey. Moreover, it is always our first priority to help one of our own get ahead. We know that 'Generation Z' is not with us for long, so those who want to stay here are helped to work their way up if that is what they want," she points out.

One of the challenges related to retaining (especially) young people is that many of them do not see the career opportunities in the business, she explains.

"Typically, our young employees are with us for one to two years before they continue in the formal education system. Many think it is more prestigious to begin higher education

than to be a team leader or store manager in the retail branch, which of course we think is a shame. It is also why we would like to help those employees with us who express a desire to continue in this field. We want to show that if you want to, you can, relatively easily, achieve great managerial responsibility with us, which requires many more years to achieve in quite a few other branches. "

It was precisely this opportunity Sofie Schmidt saw when she started work in the firm, and when she had explained this to her manager they could begin planning her future career plans.

"We discussed regularly what was needed for me to reach the next step. Which parameters should I develop in myself and which concrete tasks could challenge me?" she remembers.

After less than a year she succeeded in being promoted to store manager. This role she fulfilled until the end of the year when she became Area Manager.

#### The manager's responsibility

Even though it makes the job easier for the manager - of course - when an employee makes his/her career plans explicit, the responsibility for staff retention and development is primarily the manager's, in Maria Thestrup's view.

"First and foremost it requires that a manager has self-knowledge, that s/he is open for feedback in both directions. Next, it is essential that you can create a secure and fun working environment, with plenty of appreciation for each individual," she says, while Sofie Schmidt adds the following:

"As an employee, it's great when you get confirmation that 'yes, you are the next in line' and you know that if you work hard enough for it then you will likely succeed. I am only 25-years-old, but I already have major responsibility. I am studying for a degree in business administration through Lagkagehuset, and tomorrow I am traveling to New York to assist in opening our first store in the USA. If I had taken a traditional education, I would barely be finished now."



»As an employee, it's great when you get confirmation that 'yes, you are the next in line' and you know that if you work hard enough for it then you will likely succeed. I am only 25-years-old, but I already have major responsibility.«

Sofie Schmidt, Area Manager



### 3 short questions for Sofie Schmidt

#### **What is it like to be a manager for so many people at the age of 25?**

"It is a great responsibility, but there is always someone who can help me. I have always had discussion partners, and have never felt that I was alone with a task. That gives you security. At the same time, each day is exciting and challenging, and that is precisely why I cannot imagine another profession. Working with young people as I do is enormously rewarding and inspiring."

#### **What would you advise other young people to do if they want more responsibility at their workplace?**

"To push forward and take ownership and responsibility in your job, and don't be afraid to express your dreams and ambitions to your manager. When you do this, managers can prepare you in the best possible way to achieve your goals."

#### **Do you ever regret not having chosen higher education?**

"Not at all. I am convinced that there are just as many possibilities for me as there are for those having taken a higher education degree."

## Expert: Relationships are essential in retaining staff

**A clear manager capable of creating good relationships with his/her employees has much better chances of retaining the firm's young employees, says Karen Christina Rasmussen, associate professor at Cphbusiness, which, in collaboration with the business community, has studied the management of young people in 2018.**

The development of a workplace's youngest employees in particular depends to a great extent on the young person's relationship to the manager. This is according to Karen Christina Rasmussen, associate professor at Cphbusiness and project manager of the study 'Management of young people', which was published last year. This study reveals a number of interesting points in relation to understanding why businesses can have problems retaining especially young employees.

"Managing young people today is different than it was only ten years ago. They have grown up and been formed by something other than the older generations, and many managers have difficulty seeing themselves in young people today," she says, pointing out that this necessitates a much higher degree of presence/attentiveness than previously.

"The youngest generations have grown up in a 'zero-errors culture', and thus require a very attentive management, one that helps them to understand the framework so they can learn to master the tasks. Today, in many ways a manager has to be doubly attentive compared to ten years ago. This is a great change."

### Appreciation moves young people

Appreciation and feedback also play a major role regarding young people's work-satisfaction and thus also the

duration of the employment contract.

This is as such not new, she points out; all generations want this, but the frequency must be higher for young people.

"The better a manager is at being clear, accommodating, and appreciative and at giving them concrete experiences, the greater is the success in retaining young people. Older people, on the other hand, can easily go to work and tolerate bad management because they know themselves and their own value. But when you are new in the job market, you can often feel uncertain about whether what you are doing is the right thing."

In addition, to a great extent it is also about the opportunities for development, especially concerning what Karen Christina Rasmussen calls 'in-between-jobs' – jobs that young people have between high-school and further education. When young people master a task, they feel that they have stopped developing, and that is dangerous if you want to retain them.

### Focus on employees

Therefore, it is good advice that businesses demonstrate that they want to invest in their employees – both regarding time and their future development.

"Some managers can have a tendency to be more interested in results than in their employees, and especially young

people can smell this a long way off. Of course both parts are responsible for making the collaboration fruitful, but the manager obviously has the right to hire/fire, and thus possesses a great deal of power. Being young and inexperienced, it is difficult to say no to a superior," she says, continuing:

"Actually, it surprised me how much importance young people attach to their relationship to a manager. Many of them simply considered it significant in relation to going to work. Relationships play, therefore, a crucial role and are often the cause of the success of the collaboration and retention of employees."

### The main conclusions of the survey

- A secure relationship between a young person and manager expedites the young person's development
- Authority must be found in a manager's experience and respect in a relationship between equals
- Young managers are challenged by differentiating between work- and private life in their relationships with young employees
- SoMe has not revolutionized 'business as usual' – it is a tool, but not behaviour modifying among young people in a workplace



# Time is trendy

**In just 15 minutes you can go from work with a whole new hairstyle. The Norwegian hairdresser chain Cutters opened in Terminal 3 last August and drains directly into an increasing consumer trend. Today, 'me-time' is more important than ever.**

Come to work with long hair and go home with short. In just 15 minutes you can have your hair cut by top professional hairdressers at Cutters in Terminal 3. A concept that started in Norway, but which has now spread to the whole Nordic region. No matter which country you are in, the recipe is the same: A good cut in 15 minutes. In other words, there is no hair wash, colouring or appointment on the menu. It is the first time a hairdresser opens the doors at the airport, and this gives a good indication of where the consumer trend is moving, says Pia Jeanette Lynggaard, director of CPH Airport Sales and Marketing.

"We conducted a user survey last year, which clearly showed how important it is to tap into the convenience area. People want to take advantage of their me-time, and that is the trend that Cutters has moved in to. As an airport, it makes great sense that we develop even more in this

particular area. Here we can target those who are busy in everyday life, but who have time when they visit us because they still have to wait for their flight. Cutters represents the first step on this journey, and in the near future it is a category we're going to define even more," she says.

## Digital countdown

The fact that people increasingly want more time in everyday life was part of the reason why Cutters was first founded. Three years ago they opened their first salon in Oslo - today they have 60 and are still expanding.

"We have been very well received by all our customers who are happy not to spend unnecessary time on a haircut. We have taken a share of the market that no one has entered before, where we focus hard on the customer's time, and we can feel that people are excited about it.

Since we have cut everything out of the way, we can still maintain the quality of the a good haircut. We never compromise on that," says Amalie Angelskär, marketing manager at Cutters.

It is not just the cutting that is time-focused. The appointment is also made easy through a digital booking system. If someone is in front of you in the queue, an app on your phone count down the minutes until it is your turn in the chair. The digital aspect of the business is particularly important in an airport setting, Pia Jeanette Lynggaard points out.

"Instead of the travellers having to wait in the salon for their turn, they can now walk around the rest of the shopping centre without being nervous about missing their time. In that sense the concept was kind of a no brainer for us. "

# Count down to this year's staff party

In keeping with tradition, CPH is inviting all active participants in E-Academy to an awesome party, where the year's successes are celebrated and awarded. Make a note in your calendar already now for 1 May.

Champagne, red carpet and lots of awards. This is more or less the successful recipe for the annual diploma party for Retail Academy. Here, CPH invites the many employees who, during the year, have taken part in both Retail Academy and E-Academy to a festive evening in Vilhelm Lauritzen's beautiful terminal. This year the party will be held on 1 May, says Kathrine Drastrup, who is in charge of Retail Academy and organizer of the diploma party.

"As usual, we will be handing out fine diplomas on the basis of the Mystery Shopping results from last year. For example, there will be awards for 'Host of the year' and 'Best score of the year', and there will doubtless be delicious food, a good atmosphere and music. In other words, much will be the same, but this year we are doing things a bit differently, too. Even though we in CPH and the party guests have been extremely satisfied with Camilla Miehe-Renard as master of ceremonies, sometimes a change is good. So this year we have found a new host. However, we are going to wait a little while before announcing the name, so

we can make the excitement last a little longer," she says.

All that is required in order to attend is that you are an active user of E-Academy. And if you have not been online for a while, it is a good idea to log on soon. A major cleanup of inactive profiles is on the way, says Kathrine Drastrup.

"We are now under way with a thorough 'spring cleaning' of the platform in order to clean the system and get rid of inactive users. If you have earned your five stars in the former set-up, it is thus important to log on to the new platform as soon as possible, otherwise you cannot keep your stars," she says, urging people, at the same time, to sign up for the party.

"There is usually a great demand for seats and with good reason. It is a cozy evening and a really good opportunity to meet colleagues across the shopping center and with us here from Lufthavnsboulevarden in a festive and relaxed way. At any rate, we can hardly wait to pamper the many participants and say thank you for the past year."



## Are you familiar with E-Academy?

The E-Academy is e-learning on cell phones for all employees in The Shopping Center and is part of CPH's general training platform, Retail Academy. In the E-Academy you move through various modules all with a point of departure in daily work in CPH. The focal point is the disciplines in which units are evaluated in Mystery Shopping, and thus the focus is on the good host, sales techniques, communication, and on how you provide a unique shopping experience.

The E-Academy platform was upgraded a year ago with a new set-up making the platform much clearer and more user-friendly. In addition, the new platform provides a much more versatile academy. Today, it is possible to plan the training so it matches the reality of each individual store or eating place. This means, for example, that you can now choose a course on sales and service for Chinese if it is relevant for your unit instead of having it included it as an obligatory part of the training.

## Are you coming to the party?

If so then send a mail to Kathrine Drastrup before 8 April 2019 at [kathrine.drastrup@cph.dk](mailto:kathrine.drastrup@cph.dk)



## THE BACK PAGE

CPH is a unique workplace – most of all because of the many dedicated people who daily come to work and provide travelers with an extraordinary experience. In each number of Connect we zoom in on one of them, and ask him or her to complete ten sentences.

### **Irene Manniche**

Sales Manager, Illums Bolighus  
(Home furnishing store)

**If you haven't yet discovered it, you will soon learn that I...** started at Illums Bolighus after five years with NOA NOA. It is never too late learn something new

**On the other hand, you can look forward to the fact that...** I am pulling the plug soon and going on an island hop in Thailand

**People always think that I...** can do everything in half the time

**But I have to say that...** I can't do it without a good team

**I will never learn to...** understand IT and be patient

**Not many people know this, but...** I was actually trained by Susanne from Ecco in 1983; and as chance would have it we are now neighbours here in the airport

**I have only just discovered that...** I complete two marathons per week – but by walking

**When I am not at work, you can find me...** on my mountainbike or at the water, where I like to hop in all year round.

**The best thing about CPH is...** that I am never bored. All the wonderful guests and colleagues give me super energy that I can't do without

**In conclusion, I would like to say...** I hope to experience my 25th anniversary in the airport and in Illums Bolighus. I love my workplace and the great atmosphere here every day.