



**UNIVERSITE CATHOLIQUE DE LOUVAIN**  
**LOUVAIN SCHOOL OF MANAGEMENT**

Modernizing the male image in the luxury industry: proposition of a male oriented concept for  
Luxembourg

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*Luxury is a state of mind. It is about a bridge between dream and daily routine, a way of appreciating one's time and life, a statement of being oneself.*

**–Franka Holtmann, Le Meurice, Paris, and Feng Gao, ex-Bottega Veneta, China**



## Table of Contents:

|                                                                                                          |           |
|----------------------------------------------------------------------------------------------------------|-----------|
| <b>PART I: INTRODUCTION .....</b>                                                                        | <b>1</b>  |
| CHAPTER 1: INTRODUCTION.....                                                                             | 1         |
| 1.1. <i>Research objectives and questions</i> .....                                                      | 3         |
| 1.2. <i>Working and research method</i> .....                                                            | 4         |
| <b>PART II: THEORETICAL FUNDAMENTAL CONCEPTS.....</b>                                                    | <b>6</b>  |
| CHAPTER 2: THE SPECIFICS OF LUXURY INDUSTRY FOR MEN .....                                                | 6         |
| 2.1. <i>Luxury industry</i> .....                                                                        | 6         |
| 2.1.1. Definition of luxury through time .....                                                           | 6         |
| 2.1.2. The concept of luxury.....                                                                        | 7         |
| 2.2. <i>Particularities of the luxury industry</i> .....                                                 | 9         |
| 2.3. <i>What luxury products offer and demand?</i> .....                                                 | 11        |
| 2.4. <i>Evolution of luxury consumers in the world</i> .....                                             | 13        |
| 2.5. <i>Factors that led to market growth</i> .....                                                      | 17        |
| CHAPTER 3: MARKETING MIX AND MARKETING STRATEGIES IN LUXURY FIELD .....                                  | 18        |
| 3.1. <i>Product strategies in the luxury industry</i> .....                                              | 18        |
| 3.2. <i>Pricing strategies in the luxury industry</i> .....                                              | 20        |
| 3.3. <i>Distribution strategies in the luxury industry</i> .....                                         | 21        |
| 3.4. <i>Communication strategies in the luxury industry</i> .....                                        | 24        |
| 3.5. <i>Personnel, processes and physical evidence</i> .....                                             | 26        |
| 3.6. <i>Modernization of the luxury industry</i> .....                                                   | 27        |
| 3.6.1. Different directions chosen by the companies.....                                                 | 27        |
| CHAPTER 4: DEFINING ASPECTS OF THE LUXURY INDUSTRY FOR MEN .....                                         | 29        |
| 4.1. <i>Men's luxury industry characteristics</i> .....                                                  | 29        |
| 4.1.1. Evolution of men's image .....                                                                    | 29        |
| 4.1.2. Male luxury product and brands.....                                                               | 31        |
| 4.2. <i>Luxury products and service consumption particularities</i> .....                                | 32        |
| 4.2.3. New forms of men consumptions.....                                                                | 33        |
| 4.3. <i>Preliminary conclusions</i> .....                                                                | 34        |
| <b>PART III: EMPIRICAL RESEARCH.....</b>                                                                 | <b>36</b> |
| CHAPTER 5: RESEARCH METHODOLOGY .....                                                                    | 36        |
| 5.1. <i>Quantitative method: Marketing research on man's needs toward luxury products/services</i> ..... | 36        |
| 5.1.1. Defining the problem and the research objectives .....                                            | 36        |
| 5.1.2. Research hypothesis and information required .....                                                | 37        |
| 5.1.3. Data collection method.....                                                                       | 38        |
| 5.1.4. Selection of sample size .....                                                                    | 39        |
| 5.2. <i>Qualitative Method</i> .....                                                                     | 40        |
| CHAPTER 6: RESEARCH RESULTS.....                                                                         | 41        |
| 6.1. <i>Data Analysis</i> .....                                                                          | 41        |
| 6.1.1. Quantitative methods.....                                                                         | 41        |
| 6.1.2. Discussion of the hypothesis .....                                                                | 41        |
| <b>PART IV: APPLICATION WITH AN INNOVATIVE PROJECT FOR MEN .....</b>                                     | <b>43</b> |
| CHAPTER 7: PRESENTATION OF THE PROJECT .....                                                             | 43        |
| 7.1. <i>Macroenvironment analysis</i> .....                                                              | 43        |
| 7.2. <i>Creation of a project for men</i> .....                                                          | 44        |
| 7.2.1. Mission and Vision.....                                                                           | 45        |
| 7.2.2. Values .....                                                                                      | 46        |
| 7.2.3. Micro environment analysis .....                                                                  | 46        |
| 7.3. <i>Marketing strategy</i> .....                                                                     | 49        |
| 7.3.1. Segmentation .....                                                                                | 49        |
| 7.3.2. Targeting.....                                                                                    | 52        |
| 7.3.3. Positioning .....                                                                                 | 53        |
| 7.4. <i>Operational marketing</i> .....                                                                  | 57        |
| 7.4.1. P-Product/Service .....                                                                           | 57        |

|                                                                                                                                               |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 7.4.2. P-Price .....                                                                                                                          | 59         |
| 7.4.3. P-Place .....                                                                                                                          | 59         |
| 7.4.4. P-Promotion.....                                                                                                                       | 60         |
| 7.4.5. Personnel .....                                                                                                                        | 61         |
| 7.6. <i>Choice of location</i> .....                                                                                                          | 62         |
| CHAPTER 8: GENERAL CONCLUSIONS, IMPLICATIONS, LIMITS AND DIRECTION FOR FUTURE RESEARCH.....                                                   | 64         |
| 8.1. <i>General conclusions</i> .....                                                                                                         | 64         |
| 8.3. <i>Limits and directions for future research</i> .....                                                                                   | 65         |
| BIBLIOGRAPHY .....                                                                                                                            | 67         |
| <b>APPENDICES.....</b>                                                                                                                        | <b>79</b>  |
| <i>Appendix 1 - Research calendar and sources of information.....</i>                                                                         | <i>79</i>  |
| <i>Appendix 2 - Quantitative questionnaire .....</i>                                                                                          | <i>79</i>  |
| <i>Appendix 3 - Usually with whom do you spend time while relaxing? .....</i>                                                                 | <i>89</i>  |
| <i>Appendix 4 - Do you think that your behaviour changes in contact with a female presence? .....</i>                                         | <i>89</i>  |
| <i>Appendix 5 - Do you feel the need to relax in a place where no one judges? .....</i>                                                       | <i>89</i>  |
| <i>Appendix 6 - Do you prefer to go to a shop that offer centralization of services or to a shop that is specialized in one domain? .....</i> | <i>90</i>  |
| <i>Appendix 7 - Do you have tendency to offer more money for a same service but with a higher quality? .....</i>                              | <i>90</i>  |
| <i>Appendix 8 - At which frequency do you buy a luxury product/service? .....</i>                                                             | <i>90</i>  |
| <i>Appendix 9 - Cross Table - What budget would you spend weekly to relax? *What is your monthly gross income? .....</i>                      | <i>91</i>  |
| <i>Appendix 10 - By what type of employee do you prefer to be attended? .....</i>                                                             | <i>91</i>  |
| <i>Appendix 11 - Where would you see such a concept? .....</i>                                                                                | <i>91</i>  |
| <i>Appendix 12 - Which communication strategies would reach you the most? .....</i>                                                           | <i>92</i>  |
| <i>Appendix 13 - Cross Table – Monthly gross income and the interest on a men concept.....</i>                                                | <i>92</i>  |
| <i>Appendix 14 - Cross Table - Socio-professional category and the interest on a men concept .....</i>                                        | <i>93</i>  |
| <i>Appendix 17 - Cross Table - Social-professional category and monthly gross income.....</i>                                                 | <i>95</i>  |
| <i>Appendix 18 - What are the goods/services that you would like to have in the concept? .....</i>                                            | <i>96</i>  |
| <i>Appendix 19 - Interview information.....</i>                                                                                               | <i>96</i>  |
| <i>Appendix 20 - Interview with Mr Sebastian Fiorea from “Paris 8” .....</i>                                                                  | <i>96</i>  |
| <i>Appendix 21 - Interview with Mr Fabrice Cellini from “Smets” .....</i>                                                                     | <i>101</i> |
| <i>Appendix 22 - Interview with Mr Lionel Windeshausen from “Windeshausen” .....</i>                                                          | <i>111</i> |
| <i>Appendix 23 - Interview with Mr Toni Nunes from “T-Hair” .....</i>                                                                         | <i>114</i> |
| <i>Appendix 24 - Additional Information about the competitors .....</i>                                                                       | <i>121</i> |

## **Part I: Introduction**

### **Chapter 1: Introduction**

This thesis will focus on the modernization of the male image in the luxury industry, with the aim to propose an innovative men's project for Luxembourg. The motivation for the choice of this subject was motivated by my particular interest in the field of luxury marketing and its complexity. Moreover, in the recent decade, the luxury industry is evolving and constantly changing (Yeoman, 2011). Consequently, there is a need in practice and research to work on the subject.

The luxury market was not immune to the global crisis (Kapferer & Bastien, 2009, pp. 320-321). The impact was bifold: the wealth of the ultra high net wealth- consumers as well as the luxury brands sales were both impacted. According to Bain & Company report (2010), the luxury market counted in 2007 approximately 170 billion euros whereas in 2009 luxury market worldwide value decreased up to 150 billion euros. Nevertheless, in recent decades, despite a difficult economic environment, the luxury industry is doing relatively well, thanks to the markets and an exceptional communication policy. Some experts of Bain & Company (2016) forecasted an upward trend of the personal luxury goods market through 2020 and estimated its future revenue at 280 to 295 billion euros.

The luxury industry has met with remarkable success and seems to be desirable to almost everyone around the world. Moreover, the market is experiencing diverse stages of development accordingly to gender (Farwell, 2009). This is creating new challenges and opportunities for companies. As a consequence, many luxury brands are reinventing themselves by proposing men-specific stores and investing in product diversification for males.

By closely analysing the market, we see that the male sex has been partly neglected over the last decades. However, the evolution of consumption by men has revolutionized the luxury industry. Indeed, in recent years, men have been counteracting the natural tendencies of the market. Women spent a higher proportion of the revenue in luxuries. This evolution of average expenditure is due to diverse variables such as the rise in their incomes and changes to their marital status (Rambourg & al., 2014).

In order to follow market trends, several luxury brands had to either reinvent themselves or adopt new strategies. This is why it seems appropriate to address the issue of modernization in the men's luxury industry. What is the state of the men's sector of the luxury industry nowadays? What revolutionary concept could take part of the market?

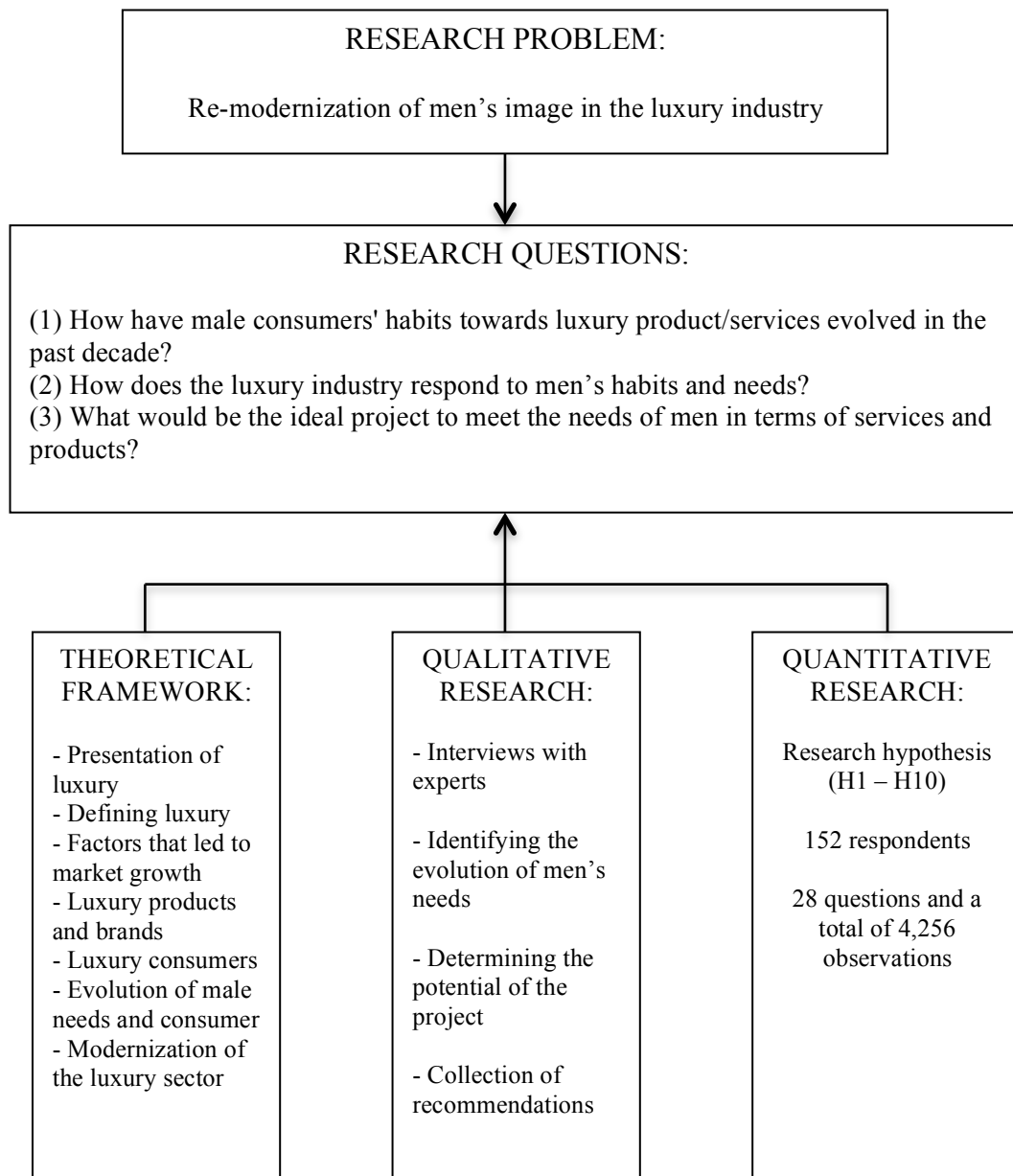
The starting point of this thesis focuses on the evolution of the luxury industry. The purpose of this thesis is to determine the main changes within this industry. Once the changes have been observed, it may be interesting to observe brands' reactions, including the marketing strategies chosen to tackle competitors. This first theoretical review will enable a better understanding of the male luxury market. The objective of this study is to determine what an ideal luxury project for men would consist of and how would it satisfy their needs in terms of services and goods.

This thesis will suggest an innovative project for men namely *The Gent's Tailor* in Luxembourg. The geographic limitation is due to attractive indicators such as interesting demographic characteristics, positive economic indicators and an attractive financial forecast (Deloitte, 2015). The concept proposes to bring together multiple services and products in one place.

### 1.1. Research objectives and questions

A review of theoretical fundamentals will enable an understanding on how men have increased their presence in the luxury industry. The figure below introduces the main stages of the research.

**Figure 1 – Main stages of the research**



## **1.2. Working and research method**

To answer these questions, one must start with an overview of the theoretical papers. We will focus mainly on scientific papers and reports, which will enable us to have a deeper understanding of the actual men's luxury market. A literature review and both quantitative and qualitative methods were conducted to examine these latter research questions.

Chapter 2 is the first chapter of the theoretical portion. It refers to characteristics specific to the luxury industry. The first section on the luxury industry defines the concept of luxury and its evolution through time. The second section focuses on the particularities of the luxury industry and presents the different categories of goods that experts include in the luxury market. The following section, titled "What luxury product offer and demand?," aims on one hand to identify the profile of luxury consumers and on the other hand to analyze the offerings. The fourth section concentrates on the increasing number of luxury consumers in the world. The fifth section analyzes the diverse factors that enable the luxury market for men to expand.

Chapter 3 focuses on the marketing mix and marketing strategies in the luxury field. This chapter presents the diverse strategies used. The investigation will be valuable for the following chapters.

Chapter 4 defines the diverse aspects of the luxury industry for men by proposing in the first section an overview on the evolution of its image. Moreover, it presents diverse companies that are present in the market. The second section of the chapter aims to analyze men's goods and services and new forms of consumption.

Chapter 5, research methodology, introduces the methodologies used in both quantitative and qualitative. The quantitative research that focuses on Luxembourgish male luxury consumption will enable us to learn more about this specific bracket of consumers and their changing habits. The aim is to analyse their needs and preferences in order to determine the strategies needed to satisfy the potential market. The survey should help in the identification of marketing mix policies for a luxury men's concept.

Chapter 6 discusses the previous market research on men's needs for luxury products and services. This chapter includes a survey that intends to identify men's needs. Likewise, interviews with luxury experts are incorporated in this chapter. The latter will give an insight into the actual state of the luxury industry in Luxembourg.

Chapter 7 will exploit the previous conclusions of both quantitative and qualitative researches with the intention of putting forward an innovative project for men. The chapter includes diverse marketing strategies suggested for the project.

Finally, Chapter 8 will summarize the essential findings of the research. The conclusion will also concentrate on the limitations of the research and propose different directions for possible future research.

## **Part II: Theoretical fundamental concepts**

### **Chapter 2: The specifics of luxury industry for men**

#### **2.1. Luxury industry**

##### ***2.1.1. Definition of luxury through time***

Defining luxury, luxury products or luxury consumers is challenging and has evolved through time. Indeed, the etymology of luxury is from “lux”, the light, and “luxuria”, the excess in the way of living (Castarède, 2014, p. 4). In the Egyptian era, 3150 BC, luxury indicated the social differences by possessing a rare product like perfume and jewellery. The term had originally a negative connotation. The luxury has expanded under the French monarchy through the reigns of King Louis XIII and King Louis XIV. Louis XIV gave to luxury a new definition with his glamour and elegance. At that very time France mastered in luxury and become popular in Europe for the sense of elegance (DeJean, 2007, pp. 2-3).

It was under the old regime that the supreme luxury was reserved to nobility and the court. The essence of luxury was to maintain or draw the distance between the different coexisting social groups. It was crucial to respect one's origin in order to comply with the rules of society.

Only in the 17<sup>th</sup> century where luxury started to be associated with a more positive connotation. Later in the nineteenth century appears the merchant luxury. The “bourgeoisie” transmits the feeling of luxury. Emblematic houses such as Hermes (1837), Louis Vuitton (1851) or Guerlain (1828) emerged and contributed to the writing of the history of luxury. Indeed, with the industrial revolution, the expression of luxury transformed dramatically. The industry appeared undergo a radical change, from expert craftsmen producing in minute quantities to a mass production in thousand of products. Luxury acquired a new sense, innovative, high quality and inspirational.

The demand for luxury products has increased considerably in the 20<sup>th</sup> century. Luxury brands had to innovate and adapt a different strategy in order to mitigate the negative consequences of the two world wars. In these critical periods rationing was a must for the population. To access luxury products individual either needed to possess an important

income or to dare bend the regime. Due to the economic and political reasons, some products were perceived as luxury whereas others as first necessity goods. Luxury brands such as Louis Vuitton began to design luxury luggage to fulfill better client's needs spending a substantial part of their time travelling.

Nowadays, the meaning of the word "luxury" has changed from the one associated to one century ago. Accordingly, "the evolution of the word reflects the construction of our modern consumer society" (Chevalier & Mazzalovo, 2015, p. 12). Thereby the meaning of the word has evolve and is associated to the following attributes: "brand strength", "differentiation", "exclusivity", "innovation", "product craftsmanship" and "precision", "premium pricing" and finally "high quality" (Som, & Blanckaert, 2015, p. 6). Today, Cambridge dictionary defines luxury by "great comfort, especially as provided by expensive and beautiful things", "something expensive that is pleasant to have but is not necessary" and "something that gives you a lot of pleasure but cannot be done often".

The definition of luxury has had various meanings through historical periods, and depending of who tries to define it. It is sure its definition will by all the odds continue to evolve. In the past two decades the interest for luxury has increased considerably and has thereby assimilated many different definitions in a short period.

### ***2.1.2. The concept of luxury***

In the past decades, numerous researchers and academics have demonstrated their interest for luxury and focused on producing a theoretical framework.

Jean Castarède states that luxury is "everything that is not necessary" (2014, p. 4). Accordingly, the "Hierarchy of needs" of Abraham Maslow proposes an interesting classification of human needs. This classification can be separated into two distinct categories. On one side the basic needs meaning biological, physiological, safety, love and belongingness needs and on the other side we can observe the growth needs for example "self-actualization". Any person should satisfy the base of the pyramid needs before evolving into higher level of needs. Researchers used this hierarchy of needs in their studies in order to determinate different types of lifestyles. This segmentation enabled them to identify groups of clients with diverse socio-demographic origins.

Nevertheless, over time, researchers discovered that the pyramid had to evolve in the same sense as the society has. The luxury of yesterday is not as today's luxury.

In a more modern point of view, a luxury good or service integrate specific characteristics (Dubois, Laurent, & Czellar, 2001, pp. 8-16). Firstly, a luxury product should meet a standard of quality, combining raw materials of excellent quality and high level of expertise. Secondly, the historical aspect is an important component that intensifies the authenticity and originality of the luxury brand. Moreover, the integrity and very high price are two features that have all their importance in the luxury industry. Indeed, experimental evidences have proven the positive correlation between price and product quality (Mastrobuoni, Peracchi, & Tetenov, 2014). Thus in a customer's perspective the price corresponds to a safe quality indicator. Luxury goods should also not be easily available, the rarity and the difficulty to find it contribute to its definition. In fact, the scarcer and the more unique the good is the more prestigious it will be. The last characteristic that Dubois, Laurent and Czellar (2001, p. 15) refers to is the "superfluous", in some way luxury products could be unnecessary and joints Jean Castarède.

In a customer perspective the concept of luxury refers to a standard of living. Depending on their annual revenue and the wealth, for some persons a luxury good could be seeing a movie while for other it would be buying a piece of art. The amount of wealth a person can afford to spend in luxuries demonstrates a certain prestige and social status (Veblen, 1899, pp. 2-4).

Furthermore, professor Jean-Noel Kapferer<sup>1</sup>, defines luxury as cited in Vigneron and Jonhson (2004, p.7) as "the word luxury defines beauty; it is art applied to functional items. Luxury items provide extra pleasure and flatter all senses at once." Moreover, Ashok Som and Christian Blanckaert state, "all luxury products are expensive, but not all expensive products are luxurious" (2015, p. 7).

Historical luxury groups have definitely contributed to today's definition of luxury. One can cite LVMH (Möet Hennessy & Louis Vuitton) controlling more than 70 luxury houses (Dior, Fendi, BVLGARI,...) and counting a sales revenue of €35,7 billion<sup>2</sup> in 2015. Other market leaders include Richemont and Kering. Richemont is considered as a leaders in the luxury

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<sup>1</sup> Kapferer, J.N. (1997). Managing Luxury brands. *Journal of Brand Management*, 4(4), 251-260.

<sup>2</sup> LVMH (2016). Présentation du groupe LVMH. LVMH FAQ. <https://r.lvmh-static.com/uploads/2016/02/presentation-groupe-2015-avril-2016.pdf>, (retrieved on 27/03/16)

field including prestigious names in jewellery, luxury watches and writing products (Cartier, IWC, Montblanc,...) with €10 410 millions of sales in 2015<sup>3</sup>. Finally, Luxottica is proprietary of famous eyewear brands (Ray-Ban, Alain Mikli,...) and has over 20 prestigious licenses (Giorgio Armani, Chanel, Versace,...)<sup>4</sup>. The size and the weight of these luxury groups give them a certain power and influence for dictating luxury definition.

The discussion above highlights the extremely subjective and multidimensional nature of the luxury construct. The temptation to define luxury dimension is much more complex than attributing simple words as quality, scarce and exclusive to the word. So, in order to develop an effective luxury management, brands need to sort out the concrete material and immaterial aspects that define a luxury product or service.

## 2.2. Particularities of the luxury industry

As the rest of the economy today's luxury sector is globalized. France has no longer the exclusivity of luxury. By using the name "luxury industry" we denote high quality products and a highly targeted market. Due to the considerable changes and growth in the luxury market the past decades, the volume of the data worldwide market for luxury goods is difficult to assess.

According to the global management consulting company Bain & Company the world market for luxury good involves 10 segments, including personal luxury goods, luxury hospitality, cars, luxury cruises, designer furniture, fine food and beverage, yachts, private jets and fine art. The luxury industry counted in retail sales volume around € 1 trillion and more than 250 billion in personal luxury goods in 2015<sup>5</sup>. This sector is characterized by a strong tendency towards concentration and a desire for strengthened international presence.

Indeed, according to Chevalier and Mazzalovo (2015, pp. 62-63), the luxury number categories depend upon which categories we include in the luxury market. As we can observe hereunder the distribution of wealth regarding eight precise categories represents a total of

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<sup>3</sup> Richemont (2015). Annual Report and Accounts 2015. Official Website. [https://www.richemont.com/images/investor\\_relations/reports/annual\\_report/2015/ar\\_fy2015\\_h68qw95aw9b.pdf](https://www.richemont.com/images/investor_relations/reports/annual_report/2015/ar_fy2015_h68qw95aw9b.pdf) retrieved on (27/03/16)

<sup>4</sup> Luxottica (2016) About us: Company profile. Official Website. <http://www.luxottica.com/en/about-us/company-profile>, (retrieved on 28/03/16)

<sup>5</sup> Bain & Company (2015). Luxury Goods Worldwide Market Study Fall -Winter 2015. [http://www.bain.com/Images/BAIN\\_REPORT\\_Global\\_Luxury\\_2015.pdf](http://www.bain.com/Images/BAIN_REPORT_Global_Luxury_2015.pdf), (retrieved on 23/02/16)

250 billion of euros. The luxury wine corresponds to the category generating the greatest sales figures with 60 billion of euros. The following categories are fragrances and cosmetics and show a sale of 37 billion euros with a price average of 70 euros per product. Then ready-to-wear and the category of spirits and champagnes with respectively 35 and 34 billion of euros correspond to a profitable segment in terms of sales around the world.

**Table 1 – Luxury market size estimation per category in 2013 (in billion of euros)**

|                               |            |
|-------------------------------|------------|
| Ready-to-wear                 | 35         |
| Accessories and leather goods | 28         |
| Fragrances and cosmetics      | 37         |
| Spirits and champagnes        | 34         |
| Wines                         | 60         |
| Watches                       | 17         |
| Jewelry                       | 33         |
| Tableware                     | 6          |
| <b>TOTAL</b>                  | <b>250</b> |

Source: Chevalier, M., & Mazzalovo, G. (2015). *Management et Marketing du Luxe: Les acteurs principaux*, Paris, Dunod, 3e edition, 62-63.

After analyzing the sales per luxury goods categories, we can observe the top 10 ranking of luxury good companies here below. The leader of the ranking is the luxury French company LVMH namely Moët Hennessy-Louis Vuitton including spirits, champagnes, accessories and leather goods. Out of the top 10 luxury goods companies six of them are European companies. The ranking includes three prestigious American companies, Ester Lauder, Ralph Lauren Corporation and PVH Corporation. The table shows the total top ten-luxury companies' CAGR, defined as the mean annual growth rate, 10,2%. The growth of the global luxury good market is positive in 2013.

**Table 2 – Top 10 luxury goods companies****Top 10 luxury goods companies**

| Luxury goods sales rank FY13     | Company name                          | Country of origin | FY13 luxury goods sales (US\$mil) | FY13 total revenue (US\$mil) | FY13 luxury goods sales growth* | FY13 net profit margin** | FY13 return on assets* | FY11-13 luxury goods sales CAGR*** |
|----------------------------------|---------------------------------------|-------------------|-----------------------------------|------------------------------|---------------------------------|--------------------------|------------------------|------------------------------------|
| 1                                | LVMH Moët Hennessy-Louis Vuitton SA   | France            | 21,761                            | 38,717                       | 0.0%                            | 13.5%                    | 7.1%                   | 8.7%                               |
| 2                                | Compagnie Financière Richemont SA     | Switzerland       | 13,429                            | 14,275                       | 4.2%                            | 19.4%                    | 13.0%                  | 8.9%                               |
| 3                                | The Estée Lauder Companies Inc.       | United States     | 10,969                            | 10,969                       | 7.7%                            | 11.0%                    | 15.4%                  | 6.3%                               |
| 4                                | Chow Tai Fook Jewellery Group Limited | Hong Kong         | 9,979                             | 9,979                        | 34.8%                           | 9.6%                     | 12.1%                  | 17.0%                              |
| 5                                | Luxottica Group SpA                   | Italy             | 9,713                             | 9,713                        | 3.2%                            | 7.5%                     | 6.8%                   | 8.4%                               |
| 6                                | The Swatch Group Ltd.                 | Switzerland       | 8,822                             | 9,128                        | 8.8%                            | 22.8%                    | 16.6%                  | 9.9%                               |
| 7                                | Kering SA                             | France            | 8,594                             | 12,948                       | 4.2%                            | 0.4%                     | 0.2%                   | 14.7%                              |
| 8                                | L'Oréal Luxe                          | France            | 7,791                             | 7,791                        | 5.3%                            | 14.7%                    | 19.6% <sup>e</sup>     | 10.5%                              |
| 9                                | Ralph Lauren Corporation              | United States     | 7,450                             | 7,450                        | 7.3%                            | 10.4%                    | 12.7%                  | 4.2%                               |
| 10                               | PVH Corp.                             | United States     | 6,200                             | 8,186                        | 42.0%                           | 1.8%                     | 1.2%                   | 22.7%                              |
| Top 10                           |                                       |                   | 104,707                           | 129,157                      | 8.4%                            | 11.7%                    | 8.0%                   | 10.2%                              |
| Top 100                          |                                       |                   | 214,231                           | 247,624                      | 8.2%                            | 10.3%                    | 8.6%                   | 9.8%                               |
| Economic Concentration of Top 10 |                                       |                   | 48.9%                             | 29.5%                        |                                 |                          |                        |                                    |

\* Top 10 and Top 100 sales growth figures are sales-weighted, currency-adjusted composites

\*\* Top 10 and Top 100 figures are sales-weighted composites

\*\*\* Compound annual growth rate

e = estimate

Source: Published company data and industry estimates

Source: Deloitte (2015). *Global Powers of Luxury Goods 2015: Engaging the Future Luxury Consumer*. Deloitte Touche Tohmatsu Limited.

### 2.3. What luxury products offer and demand?

Luxury products are considered as making part of a very precise group of goods and the supply is targeting multi-segment consumer. A definition of luxury consumer could correspond to an individual that think he is purchasing luxury product (Dubois, Czellar, and Laurent, 2001). The desire to distinguish oneself from the crowd is one of the many factors that push consumers to purchase luxury goods rather than ordinary goods (Leibenstein, 1950, pp.184, 199, 2002). Luxury goods and services evolve among complex and very specific rules in the universe of demand and supply.

According to Bain & Company (2015), the demand distribution for luxury product differs from one continent to another. The statistical data shows that the luxury worldwide market has been considerably hit by a decrease in the demand especially in China and Hong Kong. The luxury demand from Chinese consumer has been displaced to other regions such as Europe or Japan where their price and quantity expectations are better fulfilled. This latter month, the euro and the yen have been experiencing depreciation leading to an increase in demand for European and Japan based luxury products. The strong dollar in respect to a weak euro, lead to a rise of travel-for-shopping from America to Europe. Furthermore, tax

advantages are without a doubt one of the reasons that the demand for luxury goods in Europe enhanced. Indeed, the number of American tourists travelling to Europe has grown 67% that very year. In Europe, the luxury market growth comes from an increase in tourist's demand, and given the economic forecast Europe can become a key meeting point for luxury consumers.

Meanwhile, Russians decreased their demand for luxury goods in their shopping spots such as Dubai and Milan. One of the reasons they react this manner comes from the devaluation of their currency (Wendlhandt, 2015). The political tension, the deep fall in oil and the EU sanctions have consequences on the Russian luxury market. Those latter issues will have an impact on Russians consumers' desire and possibility to travel and the country itself.

Across Asia the demand for luxury items varies considerably from one country to another. If we analyse the latest data, Japanese luxury marketplace is becoming a must in the luxury industry. The weakened yen promoted a high number of tourists due to the fact that it became much more interesting for them to purchase luxury goods (Iwamoto, 2015).

Regarding the regions that played a major role in luxury growth in 2015, are in the first place Americas (34%) followed closely by Europe (33%) and behind we find Japan (8%) and China (7%). (D'Arpizio, and al., 2015). For more details, McKinsey & Company report (2014) highlights the largest luxury cities worldwide based on 2015 market size accordingly to three different luxury categories: fashion, spirits and beauty. European cities like Paris, Milan and London keep their strategic position on the fashion road. Moreover, in the field of spirits the top five is leaded by American cities. Finally, Hong Kong, Tokyo, London and New York are references in the world of beauty.

The reports on luxury worldwide markets bring light to a complex and dynamic distribution of luxury demand. The globalisation of the luxury industry forces luxury brands to note that their consumers do no longer correspond only to local consumers profile but also to foreign consumers. The strategy needs to be rethought and rebuilt in order to attract and satisfy consumers with different cultures and domestic origins.

A global survey has been made among seven countries which are the United States, United Kingdom, France, Germany, Italy, China and Japan by the Luxury Institute (2016). The respondents had to rate 42 men's luxury brands regarding several factors such as quality,

exclusivity, social status and self-enhancement. The survey established a top affluent men's fashion brand ranking for 2015. At the top we find Calvin Klein, which is considered as the brand most men are likely to purchase and that those respondents found the most worthy. Then we find Ralph Lauren, Hugo Boss, Burberry and finally Giorgio Armani. The most well known brands ranked as the top five.

The brands that affluent men are more likely to recommend to a friend or family, are: Gianluca Isaia, Loro Piana, Brunello Cucinelli, Brioni and Ermenegildo Zegna. Gianluca Isaia that maintains the first place is considered as the brand that promotes consumer feeling special among their purchase experience.

## **2.4. Evolution of luxury consumers in the world**

Across the past century the luxury market place has faced considerable mutation. To access the future landscape marketers need to analyse the current market trends. The evolution of the luxury industry has been following the changes in the luxury consumer's profile. In the academic literature we are confronted to an impressive variety of luxury consumer classifications. Those depend upon the variables or factors used by the authors. Indeed, the segmentation could be by age or generation (Danziger, 2005, pp. 14-16), or social-class (Dubois, and Laurent, 1993; Dubois, and Laurent, 1994)<sup>6</sup>, or even the motivations of consumption (Vigneron, and Johnson, 1999).

BCG and concept M proposed in their report (Bellaiche, Meipochtler & Hanish, 2010) segmentation depending on a different factor than the last ones, wealth and annual amount of spending. According to their research in six major markets, the main result is the segmentation of the market into 5 different categories (e.g. aspirational masses, rising middle class, new money, old money and beyond money).

The aspirational masses spend approximately between €45 and €50 billion in 2010. Moreover, this individual's annual income in developed and emerging countries correspond respectively to 55 000€ and 18 000€. These kinds of customers tend to be attracted by an above average lifestyle.

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<sup>6</sup> Dubois, B. and Laurent, G. (1993). Is there a Euro-consumer for Luxury goods? In Fred Van Raaij and Gary Bamossy (eds.), *European Advances in Consumer Research*, 1, 58-69. Provo, UT, Association for Consumer Research.

The rising middle class household possess an annual income in average of 110 000€ in developed market and 35 000€ in emergent markets. This study reveals that the increase of the middle class represents an opportunity for luxury brands.

If we were to classify the new money consumers as the two previous profiles, these types of persons are defined as the high-net-worth customer. Meaning that they possess a minimum of 725 000€ in bankable assets. The new money consumers correspond to what we name “elites” from the developed and emerging countries. Furthermore, the old money consumers are high net worth like new money consumer but this latter inherited rather than gained it from labour force.

Among aspirational mass consumer, there is a new generation that obliges the rethinking of the luxury industry. The researchers Neil Howe and William Strauss defined the Millennials generation also known as Generation Y, as an individual born after 1982 (2009, pp. 6, 12). They follow the Generation X and are often associated with technology and social media since they are the first generation born in the beginning of the digital era.

According to United Nations, we count in the world 2 billion Millennials, including 86% of them living in the emerging markets. In the United States this generation is seen as the largest generation in the US history and account \$1,3tn in direct purchasing power. By 2017, this generation is expected to be more numerous than the previous generation and the biggest generation in American history (Bank of Merrill Lynch, 2015). Therefore it becomes critical for luxury brands to understand the Millennial mind-set in order to establish a real connection. A recent survey from the American Institute of Certified Public Accountants<sup>7</sup> (AICPA) points the particularity in their spending habits. Indeed, the consumption factors regarding this generation differ from the other luxury consumers. Over 78% of the generation Y follow their friends shopping habits; they feel the necessity to possess the same clothes and items as those latter ones.

Millennials are more driven by the value of the luxury brand than other consumers. The history lying behind the brand engages with their curiosity. These types of consumers enter in a more personal and emotional relation with the luxury brand.

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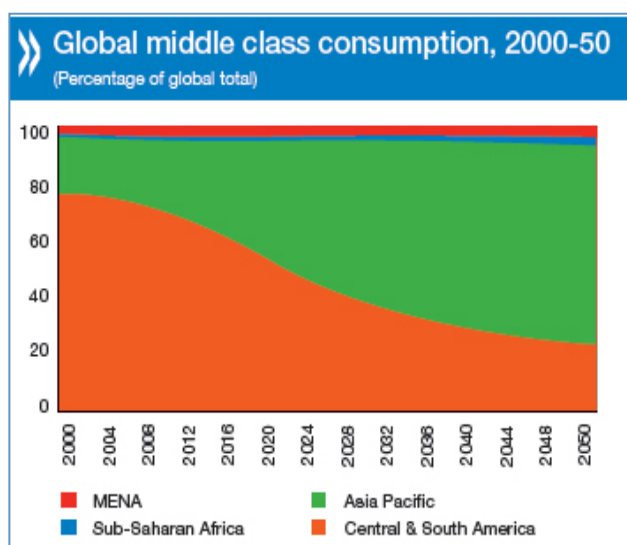
<sup>7</sup> AICPA (2013). *Millennials rely on friends' financial habits to determine their own*. Press releases.

Globalization has affected the relation between brand and consumers, more specifically with Millennials. They are a new generation expecting a larger panel of choices and are thus more selective. They correspond to individuals who have non-stop access to digital information and are constantly comparing and selecting not only products but also prices. Experiencing seems to be on the core of their needs. This generation is more attract to spend money in experiences than simply buy physical products. Since the 19-century, numerous theoreticians tried to assess and delimitate the concept: a human being described as making part of a specific working class, which corresponds to the upper class within a societal hierarchy. This population makes part neither of the richest class nor of the poorest.

In a sociological point of view, individuals who fall in the middle class are assimilated to persons who have a higher proportion of college degrees. Moreover, they tend to have more income available for consumption. Those in the middle class often are employed as professionals, managers and civil servants (Blundell, 2014, p. 114).

In an economic perspective, the middle class tends to have more income available for consumption than the working class. The middle class has been described as the bourgeoisie (Karl Marx, 1847). It can also be defined as a set of individuals who have an income situated close to the median income. This definition and size of the middle class changes from one study to another. Indeed, the fork around the median income can vary significantly from one country to another. It is often fixed between 75% and 125% of the median equalised income surveys (Keeley, 2013).

**Figure 2 – Forecasting the evolution of the global middle class**



Source: Kharas, H., (2010). The Emerging Middle Class in Developing Countries, *Development Centre Working Papers*, (295), OCDE Publishing.

The distribution of middle class around the world is highlighted here above. MENA is an acronym, which includes countries from the Middle East and North Africa. These countries are not and will probably not go through an increase in the middle class consumption. Furthermore, on another perspective we can observe that in Central and South America the middle class consumption will suffer a considerable decrease. Accordingly with the undergoing transformation in their societies the middle classes are dynamic but overall vulnerable. Indeed, the middle class in Latin America is not poor but it is far from the comfortable and secure economic situation in Europe or in the US. On the contrary, we can see the emerging middle class is seeing a considerable growth in term of consumption from Asia Pacific, more specifically in the largest developing countries such as China and India. This latter observation has crucial economic and social effects. This rising class represents an opportunity for luxury brands. The particularity of the Chinese luxury consumers is that their consumption is located outside of their country and they are constantly seeking for exclusivity.

Indeed, according to a survey conducted by The Economist Group in 2014, 66% of Asians point that experiencing exclusivity is primordial during their consumption activity. A characteristic that could significantly impact the luxury market is the openness of Chinese consumers not only for new brands and services but also for change and evolution of existing brands.

High Net worth Individuals is another classification used to denote a person or family with high net worth. Indeed, with the rising of new millionaires mostly in the emerging markets, marketers are forced to implement a strategy that gives them the possibility to determine the specific needs of this category of consumer.

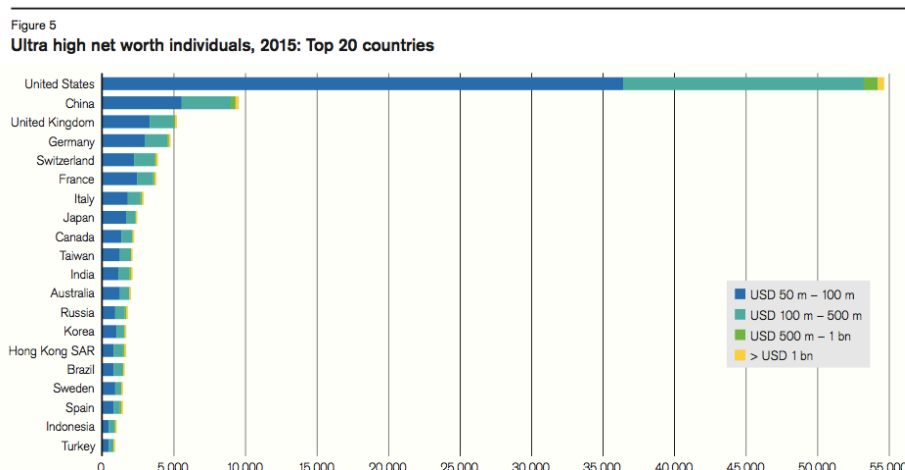
According to the World Wealth Report provided by Capgemini & RBC (2015), the High Net Wealth Individuals growth rate increases considerably from 2009 to 2014. Asia-Pacific achieved the highest growth rates in HNWI population and wealth with respectively 8.5% and 11.4%. It counts 4.69 million of High net worth Individuals. Regarding the North America's HNWI population they recorded a growth of 8.3%, which has been surpassed by Asia-Pacific in terms of population but is still ranking number one in terms of wealth. Nevertheless, Europe keeps a comfortable place in spite of the fragile economic situation, just behind North

America and Asia Pacific. It is interesting to note that Europe experiences a growth rate of 4.0% in population and 4.6% in wealth.

These young millionaires have a growing interest for products that have an investment value in a long time perspective. These products that appreciate with time can be art, wines, luxury cars, antiquities or even jewels. These whole new sets of individuals are very demanding towards prestige goods and services.

The graphic hereunder points the origin of the world's Ultra high net worth individuals in 2015 among the "top 20 countries". They estimated that there were approximately 123 800 UHNW individuals (Ultra High Net Worth) worldwide who's worth exceed \$50 million. As we can notice, the United States leads the ranking.

**Figure 3 – Ultra high net worth individual in 2015 distribution among Top 20**



Source: Davies, J., Lluberas, R., & Shorrocks, A. (2015). *Credit Suisse Global Databook*. Credit Suisse.

The luxury marketplace needs undoubtedly to reunite forces in order to capture the new opportunities among all different segments of consumers.

## 2.5. Factors that led to market growth

The past years luxury industry has experienced various changes, from being confronted to new technologies, variations in currencies to the introduction of new marketing channels. Other factors such as demographic shifting, passing from baby-boomers to Millennials, were trends that impacted market growth in a positive manner.

With the European crisis, the European Union had no other choice than to introduce an aggressive monetary policy by declining the euro strength and boosting the competitiveness of the euro. Buying in Europe became cheaper for tourists in comparison with their local market. The flow of American and Chinese tourists flowing to Europe strengthened since their purchase power increased considerably.

The major demographic changes transformed the luxury market. This major change is due to an increase of new high net-worth individuals. According to WealthInsight's report (2015) the global population grew and counted last year 65,335 ultra-high-net-worth persons more. These individuals represent an opportunity because they possess enough wealth to be a potential luxury client.

### **Chapter 3: Marketing mix and marketing strategies in luxury field**

#### **3.1. Product strategies in the luxury industry**

It is important to analyse the product policy within a luxury brand. The aim of this section is to understand the management of products, the price strategy, the communication and the policy of distribution chosen by the company. Before you enter a particular market, it is essential to know perfectly the product or service you are providing and what makes it special.

In order to study the strategies for different product of the luxury industry, it is essential to at least begin with the proper definition of a luxury good. It should be precised that it is the prestige conveyed by the brand itself that determines whether a good can be classified as luxury good. It is interesting to make the difference between luxury good and authentic goods. While elaborating the product strategy, brands should define in detail all the product features like the level of quality, the design of the good and luxury services.

When a brand wishes to propose a new product, the first step is to do some marketing researches in order to find out which segment of clients would show interest. The brand should take into consideration the fact that the potential client is looking into reaching a better social status by buying the luxury good. This will satisfy his cultural and social desire.

Moreover, luxury consumers don't only buy a prestigious good but benefit also from a service while purchasing the desired good. Some brands even go further by offering to their customer additional services. For example, the prestigious Parisian palace George V belonging to Four Seasons group proposes diverse services one of them being the artistic floral combination in the hotel lobby to the rooms (Martin, 2016).

Furthermore, brands such as Chanel propose to spend a day with one of their experts to find the appropriate fragrance and have the opportunity to try exclusive perfumes.<sup>8</sup> These two examples demonstrate that there is some important dynamic between a product and the service around it.

The product policy strategy is an essential component marketers need to master in producing the attributes and quality of the product. The target of every luxury goods is to make him dream and fulfil the customer's desire. In terms of competition between luxury products the competitive field is very large. Indeed, between a Guerlain and a Dior perfume, the competition lies in the domain of desire and pleasure. As a consequence, a Hermes bag could be in direct competition with either a Louis Vuitton bag or a weekend in a palace. That is the reason why luxury brand don't hesitate to collaborate in events since they benefit from each other synergies. Luxury brands broad their target client segments rather than conducting a fight against each other.

Furthermore, a luxury product is generally known because it represents a specific region. For example if we speak about champagne we know that the appellation reflects a precise location in France. One can also cite, BMW well known because of the "Made in Germany". The place from where the product is inherent contributes to his recognition and quality. If a company decides to adapt a different strategy by delocalising or externalising his production it demonstrates that the brand renounces to maintaining a certain level of luxury.

Exclusivity and production method divide luxury products into diverse categories. Luxury brand can choose to offer unique product, often unique masterpieces from creators, or exclusive editions such as Belvedere's unique luminous bottle, « Night Saber » available only in exclusive clubs.<sup>9</sup> The rare and very limited product are produced « to stimulate a

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<sup>8</sup> Chanel (2016). Consult a fragrance expert. Official website. [http://www.chanel.com/en\\_GB/fragrance-beauty/service/fragrance.html](http://www.chanel.com/en_GB/fragrance-beauty/service/fragrance.html), (retireved on 1/05/16)

<sup>9</sup> Belvedere Vodka (2016). Collection. <http://www.belvederevodka.com/en-int/collection/vodka/belvedere-night-saber>, (retrieved on (29/04/16)

consumer's desire to stand out » (Hoffmann, & Coste-Manière, 2012 p.177). For these purpose IWC Schaffhausen produced an exclusive edition watch, "Big Pilot's Le Petit Prince", limited to a production of 250 units.

The elaboration of the luxury product or service needs to be in adequacy with the customers' expectations. The product policy is a central point in which luxury brands elaborate the design and quality of the product, determine the production method provided and the service offered with the purchase.

### **3.2. Pricing strategies in the luxury industry**

The pricing policy is an important strategic decision for any company. The revenue gained at the end of the period depends upon their prices and all the costs. In order to maximize revenues each company has to put some efforts in deciding which model of pricing to adopt. The pricing strategies may vary from one company to another depending on their objectives. On a customer's perspective, price is an important factor in the purchase-decision process whether impacting it negatively or positively (Rao, and Monroe, 1988).

"Price" and "luxury" are automatically tied together even though the price is not the only characteristic that defines a luxury product or service. In the field of luxury goods, several factors that are hardly quantified must be analysed in order to define an optimal pricing strategy. The price of a luxury product corresponds to the symbolic value it conveys and it serves as an indicator of quality (Gerstner, 1985). In other words, luxury clients are searching for quality, value and brand history. Luxury goods have a particularly more elasticity; the higher the price the higher the demand. Basically, clients would purchase the product or service at any price. Otherwise called Veblen goods, which correspond to a category of products such as wines, jewellery or even luxury cars. These types of goods are desired for their high price (Veblen, 1899, p. 51).

Some luxury brand may pursue some precise strategies regarding the price exposure and determination. Usually, the luxury industry tries to do so and not communicate any price while presenting and exposing their product. Apparently, this lead to positive effects since when a customer enters a store and asks for a price generally he is surprised because his estimation was above the selling price. The key of a good purchase experience for the

customer lays in the hand of a good seller. The main objective is to demonstrate to the client that given the quality and the prestige of the product the variable in price is insignificant.

Luxury product or service may become a best seller and there is no stock of the product, which means that the product arrives to the store and is instantly sold out. In this environment, luxury brands are obliged to readapt their pricing matrix. One option would be increasing the price. Indeed, by rising prices brands recreate a gap and eliminate part of the demand. The aim by doing this is to return to a product that is supposed to convey rarity and exclusivity. Otherwise, the brand risks to be confronted to disinterest of an important class of customers that will no longer consider the brand as luxury. Passeriello (2013) mentions in an article that Louis Vuitton decided to proceed with this strategy from France to Japan, hoping to target high-end customers more efficiently. In the same optic, Hermes is a luxury brand that doesn't fear to increase prices in order to be seen as more exclusive.

Global luxury firms must pursue international pricing strategies. The globalisation had some considerable consequences on the luxury market by forcing brands to design a "locally-global" pricing strategy. Due the results of the global economic crisis and the fluctuations in currencies, luxury brands had no choice but to follow a price harmonisation. To counter the weakness of the euro and the higher Chinese purchasing power, they had to either increase the price in Western Europe or decrease them in China. According to Seng (2016), the famous Swiss watch brand, Tag Heuer had to harmonise the prices in Asia Pacific. A "locally-global" pricing strategy is important when brands plan for tax effects and take into account the fluctuations in currency valuation.

### **3.3. Distribution strategies in the luxury industry**

The distribution channels can possess several phases depending on brands strategies whether to have a direct contact with the customer or to include several intermediaries such as wholesalers, distributors or the Internet. Products and services are often provided to the end customer often in different manners. The distribution policy goes beyond mere transportation of the goods from producer to final client; it is a real brand-positioning tool on the market. The past decade, the luxury industry strives to offer the most optimal and perfect service around the luxury item. It is all about, making the final customer passing through a good

experience. The distribution is therefore a critical point that luxury brands have to take into account.

There are different channels of distribution available in the luxury industry, the most common being the brands own shop. Indeed, there are many examples of this kind of distribution (e.g. Gucci, Armani and Hugo Boss). The opportunity to have a direct contact with the final customer provides an undeniable control over the customer purchase experience. The brands can have a better monitoring on the image they provide to the client and on the resources they made available to serve them. It is without any doubt an advantage to have such a visibility upon the final client. The last but not the least advantage that provides this mode of distribution is a more efficient protection against counterfeiting industry. If customers could only find luxury product or service in the luxury brand own shop, they should be aware that the only spot to find the original items is there. Every luxury brand wants to have a physical presence in strategic streets. However, this choice represents a considerable disadvantage in terms of financial costs. The Cushman & Wakefield research publication (2016, p. 6) points out a ranking of the most expensive locations worldwide. The top 3 being the Upper 5<sup>th</sup> Avenue in New York, les Champs Elysées in Paris and Cause Bay in Hong Kong with a yearly m<sup>2</sup> rent of respectively a rent of €33 812, €23 178 and €13 255 €.

Another distribution policy available for luxury brands is the exclusive distribution. It is the case where only a limited number of retailers get the right to sell in their own store a certain luxury product. The luxury brand decides to enter into a contract agreement between a supplier and a selected and precise retailer. They need to provide a certain category of service as per follow the luxury brand's recommendations. The hard luxury and cars, are the two segments where this type of distribution is the most common with as example Calvin Klein and Mercedes. The major advantage of this strategy regarding the own shop is that it offers more flexibility. A luxury brand can enter into contract one day with a retailer but also leave the specific market whenever he decides to. The financial cost is less important than investing in the opening of a store.

Furthermore, a luxury brand can choose a selective distribution, namely a distribution method based upon a selection process of stores. This system must be based on objective selection criteria listed in the specifications such as characteristics of the store. Whoever respects these specifications could become a seller of the brand. A brand decides to enter in a selective

distribution positioning for several reasons: namely sales increase, targeting a new segment of clients or simply for a specific event objective (Huvé-Nabec, 2004). There are some risks to take into consideration in this method since the client will no longer be a direct client from the luxury brand but the point of sales client. This strategy is mostly used in products like cosmetics in the perfumery world.

A multi-format strategy appeared during the past decades with the increase of international tourists' luxury brands. The sales raised considerably in strategic places such as airports and prestigious shopping areas. Airport stores named "the sixth continent", have an important impact on luxury goods sales. Indeed, it is seen as a strategic and fundamental place where beauty products are mostly sold. The segment has been estimated at 14,1 billion euros in 2015 by the statistical portal named Statista.

Furthermore, luxury fashion brands stores have been more and more interested to be present in this location since it seems to be an interesting way to approach tourists. According to UNWTO Tourism Towards 2030 (2015) long-term forecasts, the tourist arrivals is estimated to increase 3,3% per year. With the rise of luxury brand presence, airports resemble more and more to shopping malls. Several multi-brand concepts and department stores tried to join this distribution channel. London airport, Heathrow terminal 5 and Gatwick are without any doubt the proof of this distribution channels success. "Around 93% of our passengers visit a retail outlet before boarding and 86% will make a purchase, so we need to offer them the right mix of services and products - whether it's a luxury department store, family restaurant or high street favourite" explained Spencer Sheen, head of retail, London Gatwick.

Finally, today it is impossible to not concentrate on Internet as a distribution channel. Luxury brand need to adopt new strategies in order to stay competitive. Several positive impacts on the luxury business are coming from the e-commerce trend. It shortens the delivery time period ("buy now wear now"). Each customer can take the time to look at comments and recommendations about products. One of the main advantages of this distribution for companies is that Internet is increasingly being used (Olsen, & Moore, 1998). Furthermore, prices can be easily compared and it is easier to find products on sale.

These clients are nevertheless confronted to some inconvenients. Indeed, their client experience is not fulfilled as they cannot see and feel the product. It is important to point out that in such a process client will not be experiencing the luxury service in the store and the

relationship with the personnel. But, A. T. Kearney, a consulting firm has developed some researches in which a theory of the 7C's induces a high digital consumption experience (Atwal and William, 2009). Along with the rise of e-customers, luxury brands need to reinforce their presence on the Internet channel distribution and work actively to provide them a unique and fulfilled customer experience.

To conclude the distribution process needs a special attention mainly in the era of globalization and where Internet is challenging like never before luxury brands. Luxury brands can choose any of these strategies seen above; the only objective is to keep their image as a prestige brand entire.

### **3.4. Communication strategies in the luxury industry**

The luxury communication has an important role, which is bringing people to dream. Years ago, brands interacted with their customers through individual channels such as direct mails and some points of sales. The challenge is to create a history around the product leading to a fairy atmosphere. The reason why luxury brands perform efficiently in advertising is because of the fact that they go against the communication rules used in the industry (Kapferer, J. N. 2012, p. 271). Indeed, the communication in luxury has very specific codes and it is primordial to transmit the real image that the brand wants to convey.

A luxury brand produces a spectacular atmosphere around the product or service they propose. In the prestigious fashion brands each detail is taken into consideration just as Karl Lagerfeld for Chanel. The choice and the work around the logo are primordial. We all associate LV to Louis Vuitton, the two interspersed C's with Chanel and the combination of DG to the famous brand Dolce and Gabbana. The luxury brands often couple their logo with a symbolic value for example we can observe it on the Aston Martin or on the Rolex's logo. The communication strategy of a company is also reflected by the choice of its own colour, such as Hermes and Hugo Boss with the orange and red. As we can observe the diverse brands in the luxury industry take care of every single detail in order to communicate in an efficient way to their target audience.

The rise of digital the past decade is impacting the way luxury brands choose to communicate and engage with their high-end clients. Thus digital marketing is becoming primordial for

luxury brands such as Chanel for fashion and Mercedes-Benz for cars to entertain their final clients via YouTube. This is highlighted in an Industry report provided by OpenSlate. A numerous researchers have decided to concentrate on how YouTube communicates and engages with their clients (Thackeray, Neiger, & McKenzie, 2008). YouTube is not the only platform used to establish its presence in the digital environment. Burberry with his impressive digital team proved originality by announcing their new campaign on Snapchat with exclusive photos from the collection shot from Mario Testino. Instagram follows the popular phrase “a picture is worth a thousand words”, the visual contents provides a high engagement with customers. Mercedes-Benz is considered as the best-ranked brand regarding the number of interactions on Instagram (Aroche, 2015).

Word of mouth advantages of the digital marketing are highlighted on Twitter. Indeed, Champagne Bollinger uses this tool to interact with his clients by posting historic images. Facebook is another social media where luxury brands can master in engaging and surprising clients.

The phenomenon of « story telling » used in the luxury industry is becoming a strategic way of promoting the luxury product. It is a new trend in which marketers advertise and communicate in a more sophisticated and creative manner brand values and products. Chanel is one luxury brand that is mastering its story of the brand by using the new multimedia technologies. One can observe the site, “Inside Chanel”<sup>10</sup>, and discover the impressive story of the prestigious house. Furthermore, it is presented as a book declined into fourteen chapters. Each chapter includes a movie following the rules of storytelling and gives the client the opportunity to have access to exclusive information. The historical moments of Chanel’s past are exposed in a elegant and sophisticated website. Chanel proved that storytelling is a communication exercise that needs professionalism and work of quality.

Based on the previous observations one can cite that, men are target by all communication strategies (**Hypothesis 1**).

In order to maximize the engagement with the audience and target a maximum of segments, luxury marketers, should multiple their presence on diverse channels. This will not only intensify the relation with the client but also provide another opportunity to exchange with them.

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<sup>10</sup> Chanel (2016). Inside Chanel. Official website. <http://inside.chanel.com/fr/lion>, retrieved on (3/04/16)

### 3.5. Personnel, processes and physical evidence

Marketing mix entails Price, Product, Place and Promotion. However, if we concentrate on services, marketing mix has three additional elements: people, process and physical evidence.

Personnel for luxury stores is essential and makes part of the purchase decision process. They are responsible for providing help and advice to their customers. Personnel is an important and critical point of contact with the client; it is an excellent opportunity to create a long-term relationship.

In order to evolve in a luxury environment the person should have diverse qualities, from language competences to a high level of patience. In order to be a successful salesperson he or she needs: an excellent level of brand and product knowledge, good communication skills (listen and answer) and determination (never give up at the first challenge). While selling, the personnel needs to convey a confident and proper image through its appearance and body language. The more the client is satisfied by the product and the service the more he will build confidence and loyalty to the brand. Jieum Kim and Jae-Eun Kim (2014, p. 140) have demonstrated in their research “that store loyalty is linked to the fulfilment of self-oriented values and that fulfilment of the desire for stimulation is linked to salesperson loyalty”. Thereby, luxury brands need to invest their resources in trainings for their sales personnel development.

According to these latter details on the relationship between the seller and the consumer, we could state that men prefer to be served by genders that vary accordingly to the task and position within the store (**Hypothesis 2**).

If we focus on processes, we could define them as a specific service that brands provide to their customers. For example, Banks possess a process that sends out automatically the new credit card when their customer’s actual card is about to reach its expiration date. In order to do so, companies need an efficient process. In the field of luxury brand, some prestigious brands developed diverse processes in order to foster consumer loyalty and confidence in the company. If you are a loyal customer, Louis Vuitton endeavors to maintain this relationship either by sending the client a message from a team manager or sending the new collection brochure. Moreover, BMW proposes to his special client a day with other loyal clients in a Formula 1 circuit. The process behind these commercial gestures is crucial. Companies have

to control their database (number of clients, client's address, client's needs,...) so that the process works perfectly.

Physical evidence is about from where the service is delivered. This particularity enables customers to distinguish a company from another. Thereby customers can judge a service by comparing the physical evidence of the different stores. For instance, a customer could compare two retail store by the way the store presents the new collections. If one store is looking cleaner and more sophisticated the customer will remember it. Customers pay attention to every single detail. Brand shouldn't take lightly the physical evidences.

To conclude, services are in some extent more critical to be managed than products. Indeed, services have important components that are not predictable and planned.

### **3.6. Modernization of the luxury industry**

#### ***3.6.1. Different directions chosen by the companies***

As seen in the previous section (2.5. Factors that led to market growth), luxury market has experienced some deep changes due to versatility in consumer's consumption behaviour. The changes were considerable going from the globalization of the markets to new model of consumption, e.g., digitalization consumption.

Micheal J. Silverstein and Neil Fiske (2008) consider Starbucks a new luxury good beside other brands such as BMW and Victoria's Secret. Hot drinks such as coffee proposed in Starbucks shops is relatively high priced compared to other competitors. The company proposed recently limited edition gift cards decorated with Swarovski crystals for a value of \$200, but the card only included a \$50 credit (Leworthy, 2016). The product was instantaneously sold out and was thus a success. In 2013, Starbucks had already proposed a similar product, a decorated Swarovski coffee mug that was sold out in approximately one hour and half. With these exclusive and limited products the company stimulates clients curiosity.

Due to the enlargement and the profound changes, luxury industry decided to invest in new exclusive strategies. According to Pamela Danziger (2005, pp. 17-18, 134, 138) an international recognized luxury expert, "economy as a whole is going experiential" and

luxury consumption “is driven by a desire for the self-actualization” joining Maslow theory of pyramid of needs. Thereby, luxury industry needs to focus on new objectives and adopt experimental strategies in order to align with customer new expectations. According to Leaf Van Boven and Thomas Gilovich (2003, pp. 1193-1201), individuals that rather allocate their resources in life experiences than in material possessions reach a higher level of happiness and satisfaction. Experimental luxuries include, entertainment, travel, spa, massage, beauty, cosmetic services, housecleaning, landscaping and home decorating.

For this purpose, some luxury brands decided the past years to focus on concept stores. A concept store is the regrouping of several stores in a one and only place. Because of this characteristic, it can also be called a hybrid space of sale. The novelty of the concept is to bring together multiple services or products. For instance, one individual could shop while drinking a cocktail or eat something after shopping all this in a single place. The objective is to offer high quality exclusive products and services. Fashion clinic<sup>11</sup> in Lisbon, is a perfect example of concept store: it groups in a luxury store luxury ready-to-wear lines (Prada, Miu Mi, Paul Smith,...), exclusive collections of accessories, a range of cosmetics products and CD's.

Prestige luxury brands decided to align their strategy by proposing their customers a multi-sensorial experience. Multi-sensory marketing communication stimulates all five senses by diverse visual (Colours, Design,...), auditory (Music, Sound,...), tactile (Material, Products,...), olfactory (Fragrances, Flavour,...) and gustatory (Drinks, Food,...) perception elements (Wiedmann, & al., 2013, pp. 63-66). As an example, Hermès<sup>12</sup> proposes in Paris a concept store including a florist, a bookshop and a restaurant. Furthermore, Louis Vuitton collaborated with a Japanese recognized artist, Yayoi Kusama, in a store concept elaboration<sup>13</sup>. This store proposes their prestigious clients, in addition to their products and services, a multi-sensorial journey by adding a bookshop and a gallery of art. The presents of this type of concept stores in shopping malls enable us to point out that men would prefer such a concept in a shopping centre (**Hypothesis 3**).

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<sup>11</sup> Fashion clinic (2016). Stores. Official website. [www.fashionclinic.com](http://www.fashionclinic.com) (retrieved on 3/04/16)

<sup>12</sup> De Santis, S., (2010). Hermès dans une piscine. Le Figaro culture. <http://www.lefigaro.fr/sortir-paris/2010/11/16/03013-20101116ARTFIG00645-hermes-dans-une-piscine.php>, (retrieved on 1/05/16)

<sup>13</sup> Selfridges. (2012). Making of the Kusama Louis Vuitton Concept Store at Selfridges. Video file. <https://www.youtube.com/watch?v=XRo30r11Sg8>, (retrieved on 1/05/16)

Mascarenhas, Kesavan, and Bernacchi (2006, p. 404) state in their general review, “Lasting customer loyalty: total customer experience approach” that “Companies manage and compete best when they combine functional and emotional benefits in their offerings. Emotional bonds between companies and customers are difficult for competitors to imitate or sever”. Thereby, numerous brands focused on understanding how senses are stimulated in order to improve brand’s image and attractiveness.

The new age of luxury caters to the customers’ desire for innovative multi-sensorial luxury experience. Luxury brands are evolving in an environment where every single detail needs a special attention. It represents revolution in the organization of a store allowing an emotional and physical interaction between the store and its customers.

## **Chapter 4: Defining aspects of the luxury industry for men**

### **4.1. Men’s luxury industry characteristics**

#### ***4.1.1. Evolution of men’s image***

Entering in the beauty landscape involves exploring an area of self-concern. Indeed, people believed for a long period of time that beauty was exclusively female. Nevertheless, today it also became a male concern. They are stimulated by the desire to achieve an ideal of beauty. Every single person, no matter of the gender, is constantly confronted to media channels: TV, Internet, magazines and newspapers.

Nowadays, medias are showing non-stop incredibly muscular bodies, well-groomed and perfectly dressed men. When Mark Simpsons (2016) talks about men, he explains “in the Eighties he was only to be found inside fashion magazines such as GQ, in televisions advertisements for Levis jeans or in gay bars. In the Nineties, he’s everywhere and he’s going shopping”. He qualified the contemporary men with the term “metrosexual”: Man is being defined as an individual concerned about his beauty and about what he conveys. Man’s behavior and appearance that we described as “proper” is giving place to another and new kind of man more sophisticated and concerned.

Moreover, the symbols of beauty for men evolved with these changes. During the 60’s, the icon of masculinity was Clark Gable interpreting James Bond in 007. The masculine symbol

was skinny and elegant males. With time, the character of James Bond may no longer be the best icon in representing our modern man and this contributes in showing how much man's image has changed.

The eighties and nineties beauty and men symbol were inspired by superheroes (Superman, Spiderman, Batman,...) and muscular heroes. One can cite, Sylvester Stallone in Rambo. This new male representation influenced males' behaviors and needs. Indeed, they became more interested in sculpting their bodies. The participants in mister world contest demonstrate more attention to their bodies especially toward their muscles.

A recent study from HSBC named "Rise of the Yummy. Young, Urban, Male: three reasons to rejoice" revealed that in our modern society men become more and more obsessed with their health and their image. They spend more money on cosmetics, outdoor sport and fashion than ever before. The men's industry is facing a transformation. The research goes further into details by analysing the emergence of young urban males named "Yummies". Our society wants that men concentrate on marrying and raising a family later in their life, therefore they spend more time satisfying their needs when they are still young.

Men's image has considerably evolved through the different periods of history and will without any doubt continue to dictate the new trends. This segment of consumer differentiates themselves from the female consumer on diverse points (behaviour, needs and resources). Luxury market has an interesting opportunity to interact with the "new" male. With the evolution of needs and the interesting market in terms of revenue, brands have been focusing on developing new strategies in order to follow male's movement.

**Figure 4 – Global Annual Disposable Income per Gender in 2014**



Source: Euromonitor International (2016). *Luxury Goods Market in 2016: Shifting Landscapes and the impact of digital innovation*. Euromonitor database.

Accordingly to the latter researches upon the evolution of men's image, we could say that the male consumer dedicates an important part of their revenue in luxury product/service to enhance their appearance (**Hypothesis 4**).

#### ***4.1.2. Male luxury product and brands***

The last results are proven that men are more and more concerned about their appearance. As a matter of fact the men grooming industry has grown and marketers forecast to reach 121 million cosmetics sales by 2018 (Holmes, 2014). Luxury brands need to concentrate their efforts on understanding men in today's society and the role they play. Besides being constantly concerned about their appearance, men are focusing on diverse areas such as home decoration, healthy cooking and other categories that have been always attached to female areas.

Furthermore, luxury brands have been experiencing an increase in demand. The German fashion Hugo Boss expects an increase in sales due to the important cultural shift encouraging men to invest more time in their appearance. The Group forecasts some opportunities in the growing men luxury market. The latter observations of the male luxury industry show that male consumer buy frequently luxury product/service (**Hypothesis 5**).

However, some luxury brands are one step ahead of their competitors. The prestigious Italian family brand, Ermenegildo Zegna, is considerate by far the largest luxury menswear and accessories. "Today worldwide there are 555 Ermenegildo Zegna points of sale in over 80 countries"<sup>14</sup>. The group's success leads to a strategically global leadership in men's luxury.

With the highly growing market demand, luxury brands adapted their strategy and decided to target male customer. Starting by increasing their offer in menswear and introducing larger product ranges. Some brands, went even further by proposing the male customers a shop entirely dedicated to their needs; Hermès, Ralph Lauren, and Prada correspond to the brands that followed the male markets trends in the past years. The rise of tailored made male stores enables us to pronounce that the male consumer is attracted to shops entirely dedicated to them by offering centralisation of services (**Hypothesis 6**).

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<sup>14</sup> Ermenegildo Zegna Group (2016). History and development: History/Consolidation. Official Website. [http://www.zegnagroup.com/storia\\_e\\_sviluppo/la\\_storia/consolidamento](http://www.zegnagroup.com/storia_e_sviluppo/la_storia/consolidamento), (retrieved on 28/04/16)

Mr Porter<sup>15</sup>, is a digital retailer, where men would find everything they are looking for from clothing to grooming. According to GQ<sup>16</sup> (2016), the online store has succeeded to transform male market in a period of five years. Named as “the men’s style destination”, Mr Porter proposes a large range of products and prestigious brands such as Gucci, Tom Ford, Montblanc, etc...The portal even proposes to his customers the trends “the 12 trends everyman should own this season”, original gift cards “for the man who has everything” and editorials. This group has also recognized the evolution in men’s shopping habits and needs and focused on creating an online store with useful information and editorial content.

The demand for male luxury products and services has been expanding worldwide. Thereby, luxury brands needed to reinvent themselves whether by enlarging their offer whether by creating new concepts like stores online or tailored made male stores in order to attract and satisfy male customers.

#### **4.2. Luxury products and service consumption particularities**

Vigneron and Johnson (1999) are critical towards classifying luxury product consumer into five different categories according to their purchase motivations. Hedonic and perfectionist consumers tend to buy a luxury product rather because they really want to possess it than because its high price. Intrinsic attributes such as the feelings that the product needs to procure or the ability of the product to fulfil consumers’ expectations are important. This category of consumers prioritizes their impression and needs regarding the product. The price does not intervene in the consumption decision-making process as a critical value but as an index of quality. Price appears to be a communicator of product’s quality, the higher the price the greater the quality.

Although the study supports this belief, Gerstner’s (1985) research indicates that in most of the products the correlation between price and quality is unconvincing. One of the findings of the paper points out the link between price and frequency of purchased products. Non-frequently purchased products are more expensive since the financial commitment of the customer is substantial.

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<sup>15</sup> Mr Porter (2016). Official Website. <http://www.mrporter.com>, (retrieved on 28/04/16)

<sup>16</sup> Sebra, M. (2016). How Mr Porter changed Menswear E-commerce in just five years. *GG*. <http://www.gq.com/story/mr-porter-fifth-anniversary-bateman-langmead-interview>, (retrieved on 17/04/16)

A research from Melika Husic and Muris Cicic (2008, pp. 232-235) analyses more in depth the five factors identified by Deeter-Schmelz and al. (2000)<sup>17</sup> of the luxury market consumption. Those factors are: image, quality, fashion, store atmosphere and the patron status. The findings of the study show that the brand and quality have a significant and positive influence on the consumption. The store atmosphere and the fashion have no significant influence on luxury consumption.

The behaviour illuminates the present situation of the luxury market. Luxury consumers feel the necessity to be different: the only way to achieve this is by searching limited and rare products without any price significance. Therefor, based on the latter researches on the relation between price and quality, we could cite that male consumers don't hesitate to offer more money for a higher quality (**Hypothesis 7**).

#### ***4.2.3. New forms of men consumptions***

The consumption behavior has been interested researchers for a long time. Some researches produced analysis demonstrating how individuals decide to spend their resources (money, time, effort,...). The consumer behaviors analysis answers the following questions: “Why they buy the product/service?”, “When they buy the product/service?”, “Where they buy the product/service?”, What product/service they buy? And “How often they buy the product/service and use it?”

Bain & Company (2011), forecast that a particular kind of consumers, men from emergent markets will amplify the evolution of the luxury industry by following the “masculinization” trend. Men seem to be spending a higher quantity of their income on the luxury market than before. The luxury menswear market is experiencing a yearly growth of 14%.

Cele Otnes and Mary Ann McGrath (2001) analyzed the perceptions of male shoppers behavior and classified them in three stereotypes: “Grab and Go”, “Whine and/or Wait” and “fear of the feminine”. The first stereotype of male consumption behavior “Grab and Go”

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<sup>17</sup> Deeter-Schmelz, D. R., Moore, J. N., & Goebel, D. J. (2000). Prestige clothing shopping by consumers: a confirmatory assessment and refinement of the PRECON scale with managerial implications. *Journal of Marketing Theory and Practice*, 8(4), 43-58.

meaning take a product and leave as soon as possible the store, was only verified in one special context being Valentine's Day. The second behavior, "Whine and/or Wait", described as the act of complaining and standing passively, it is correlated with the type of shopping. And finally, "fear of the feminine", the data of the research didn't comfort this stereotype but instead the informants of the research proved that men are actually becoming experts in "feminine" products categories and services. As result, several observation upon the male purchase behaviour assume that the male consumer prefer to buy a good/service without being confronted to the presence/stare of other consumers (**Hypothesis 8 and 9**).

According to a recent survey (2015) "Do men like shopping more than women?" conducted by Catherine Townsend, American males do spend more resources in stores - both time and money - than females. The survey concludes that men are more likely to spend \$10/monthly more than women on clothing and accessories. Furthermore, one important characteristic on their shopping habits is that "62% of Women & Men say they prefer to shop alone" (**Hypothesis 10**).

Men's consumption habits and behavior are evolving in the same way as the male's image. Since, male customers are more and more concerned by their appearance and the image they convey, they are willing to benefit from tailor made products and services. They want to be well informed about what they purchase and be aware of the latest trends.

#### **4.3. Preliminary conclusions**

In the twenty-first century, as a result of the evolution of luxury consumers in the world and the rising incomes, the male consumer is become more sophisticated and concerned which lead to changes in their consumption tastes. The theoretical review has demonstrated that the male luxury consumer is looking for quality and is particularly drawn to new experiences.

As seen previously, many company have noticed the potential of the male luxury industry in terms of revenues. Industry giants, including companies that were mainly female focused responded to the market trends by focusing on the male consumer. As a result, several men's-only stores appear worldwide. This phenomenon will continue to develop, and competition in the men's luxury goods market will continue to intensify in the years to come.

All along the previous chapters, some hypotheses have been raised. Indeed, the latter theoretical framework has enabled to bring out particular points that should help to identify the actual masculine customer's needs and habits. This will enable to engage in a more efficient way with the actual men.

In order to study these research hypotheses a marketing research on man's needs and the evolution of his image with quantitative and qualitative methods should be conducted. The marketing research problem focuses on Luxembourgish male luxury consumption. The aim is to analyse their specific needs and preferences in order to determine the strategic used to satisfy the potential market. The survey should help in the identification of marketing mix policies for the *Gents Tailor*, the luxury men concept.

### **Part III: Empirical Research**

When a new service or product is created, it is important in a first stage to confront it to the market. A concept testing is a method of research consisting in the description or the presentation of a concept to a sample of potential consumers. In this latter research, the respondents will be able to give their opinion about the new concept and define their purchase intention. The information can either be collected by quantitative methods (questionnaire) or by qualitative methods (individual or group interview). For the data collection, the survey focused on exclusively men working or living in Luxembourg.

## **Chapter 5: Research Methodology**

### **5.1. Quantitative method: Marketing research on man's needs toward luxury products/services**

#### ***5.1.1. Defining the problem and the research objectives***

The quantitative method has as main objective to test the research model that has been presented in the theoretical framework. Accordingly, "Quantitative analysis techniques such as graphs, charts and statistics allow us to do this; helping us to explore, present, describe and examine relationships and trends within our data" (Saunders, Lewis & Thornhill, 2009, p. 414).

The first section of the questionnaire's aim is to define the profile of luxury consumers in Luxembourg. The socio-demographic characteristics of the sample will be defined (age, profession, education degree and revenue) and other relevant information (spoken languages and the zip code). Then, the survey will focus on sensitive information such as the "revenue" of the respondents, in order to examine if the respondents have the potential to allocate a part of their revenue in luxurious products or services.

Given the evolution of the men's needs and luxury consumption behaviours, the research problem for the second section of the empirical study was to determine:

- Identify men's needs and preferences
- Determine the consumption behaviours toward luxury products/services

This section is intended to provide more precise information about consumers' purchase behaviour and understanding their demand respectively needs and preferences.

The third part of the research problem was oriented to a presentation of a potential luxury concept for men. The aim being to establish the following objectives:

- Determining the knowledge of an identical concept in Luxembourg
- Identifying which products/services would be essential
- Detecting the personal qualifications and attitudes
- Finding the potential location of the concept
- Determining which communication method is preferred

This final section's objective is to identify the potential of a multi sensorial concept for men in Luxembourg. The final aim is to collect enough information in order to answer to the following questions: "Which services/products would interest the target segment?", "Where should be located the concept?", "Which communication strategies should be used?" And "What is the willingness to spend money on the project?"

#### ***5.1.2. Research hypothesis and information required***

As exposed in the previous, ***section 5.1.1.*** , the empirical part should provide important information regarding three domains: the profile of the consumers, changed behaviours and a potential hybrid concept store in Luxembourg. Thereby, throughout the chapters of the theoretical part, some research hypothesis emerged. The research questions of the thesis were the following: *(1) How have male consumers' habits towards luxury product/services evolved? (2) How does the luxury industry respond to men's habits and needs? (3) What would be the ideal project to meet the needs in terms of services and products for men?* And the corresponding hypotheses are grouped hereunder:

### Figure 5 – Research hypothesis

*H1: Men are target by all communication strategies*

*H2: Men prefer to be served by genders that vary accordingly to the task and position within the store.*

*H3: Men would prefer such a concept in a shopping centre.*

*H4: The male consumer dedicates an important part of their revenue in luxury product/services to enhance their appearance.*

*H5: The male consumer buys very often a luxury product/service.*

*H6: The male consumer is more attracted to shop that offer centralisation of services.*

*H7: The male consumer has tendency to offer more money for a higher quality.*

*H8: The male consumer behaviour changes in contact with a female presence.*

*H9: The male consumer feels the need to relax in a place where no one judges.*

*H10: The male consumer usually prefers to spend time alone while relaxing*

#### 5.1.3. Data collection method

In this section, we shall see the general approach used to collect the data and the tool used during the collection method.

Data collection is a primordial stage in the research: because the information collected should be high quality in order to precise the environment. The questionnaire has been elaborated in order to provide sufficient information to test the hypothesis formulated in the latter section. The questionnaire has been elaborated on an online platform named “Google Forms”. It is an online free platform that enables establishing a quantitative survey on a first stage and collecting the data in a second stage.

Due to the very precise need of collection data, the necessity to opt for a structure personal investigation, meaning a « face-to-face » individual interview was primordial. Moreover, by interviewing individual in person the sample of consumer were more likely to correspond to the target consumers: men taking care of their appearance and image. Indeed, the problem by doing an online survey and sending it to all our contacts is to collect information about “our friends and their friends” and miss the target population.

The research questionnaire had an average completion time of 5-10 minutes. Due to the request of sensitive information such as the “revenue” of the respondents, this question considered as optional for the respondent. The questionnaire was composed of multiple-choice questions and one simple choice. Moreover, the questionnaire was written in French because it is statistically the most spoken language in Luxembourg besides German and Luxembourgish.

Interviews were conducted in diverse geographic locations in Luxembourg: shopping centres (Belle Etoile, City Concorde and Auchan), in Luxembourg City, and in diverse cities around the centre of Luxembourg. The questionnaire was distributed on a daily basis to different type of consumers. Moreover, at the end of a qualitative interview, I presented the questionnaire to my interviewers in order to ask them if it was possible to send it to their customers or other professionals.

#### ***5.1.4. Selection of sample size***

In a quantitative method, the chosen sample size can be calculated statistically in order to achieve a necessary level of precision. The objective of this calculation is to identify the number of respondents required to obtain relevant results. The first step consists of calculating the size of the theoretical probability sample using the following formula:

$$n = z^2 * p(1-p) / m^2$$

Where:

**n** = the size of the sample

**α** = the desired/needed level of significance

**z** = level of confidence according to standard normal distribution (e.g. for a 95 % confidence level, z is 1.96; or for a confidence level of 99%, z is 2.575 )

**p** = the estimated proportion of the population that has the characteristic (when unknown, p = 0.5 is used, which corresponds to the worst situation corresponding to the greatest dispersion in relation to the data)

**m** = the selected margin of error

The **z** and **m** values depend on the requirements. We set the desired level of significance ( **$\alpha$** ) to 5%, which corresponds to a value of confidence according to the distribution of 1.96. The desired level of accuracy (**m**) is 5%.

Once all values introduced in the latter formula the theoretical sample size corresponds to 384 respondents. However, due to physical constraints of cost and time the size of the theoretical sample will not be reachable. Therefore, **n** corresponding to the size of the sampling will be worth 100.

## 5.2. Qualitative Method

After an explorative quantitative study conducted among male luxury product and services consumers, it seems important to conduct qualitative research with experts in order to deepen the results. The primary objective of the study using experts is to understand the specifics of the luxury market and its consumers in Luxembourg.

The interview should help to determine how men's image and consumer behaviour has evolved in the Luxembourgish market. Which marketing strategies should the concept follow in order to be successful? Which services and products are most important in this type of hybrid concept? Is Luxembourg ready for an exclusively men's concept?

The answers will enable a better understanding of the luxury market operates in Luxembourg. Moreover, the clarification of certain points will provide a more precise understanding of the preferred high quality services and products for men. The qualitative interviews were semi-directive, meaning an interview guide was developed. It followed the same structure as the quantitative survey. The interview guide enabled us to follow a structure during the meeting.

Interviews were conducted with a range of diverse luxury specialists. The first was with Mr Sebastian Fiorea, specialist in luxury sales and in men's products for *PARIS 8* a perfumery and cosmetics shop. The second interviewee was Mr Fabrice Cellini, store manager and specialist in men's products for *Smets*, a multi-brand concept store in Luxembourg.

We also had the chance to interview Mr Lionel Windeshausen, owner of a luxury watches and jewellery store Windeshausen. Finally, the last interview was in the field of luxury barbershops and hairdressers with owner of the T-Hair group Mr Toni Nunes.

## **Chapter 6: Research results**

### **6.1. Data Analysis**

#### ***6.1.1 Quantitative methods***

In the first stage, we verified the data collected. We have identified some missing or false values during the administration of the questionnaire. Because of the very sensitive information requested some responses were missing (revenue and work location). For the rest of the questions it has been verified that the respondents actually answered all the questions.

For the second stage, we uploaded the questionnaire data in a summary Excel table directly from the “Google form.” We collected the answers of 152 respondents’ 28 questions, proving a total of 4,256 observations. Then we analyzed the data with the statistical program STATA.

#### ***6.1.2. Discussion of the hypothesis***

##### ***H1: Men are targeted by all communication strategies***

Accordingly to the results, the survey respondents demonstrated that they would be most reachable by word of mouth. However, the results show that men are also reachable by radio, social networks and the internet.<sup>18</sup>

##### ***H2: Men prefer to be served by genders that vary accordingly to the task and position within the store.***

The survey results confirm this hypothesis; 46.7 % of the participants prefer to be served by genders that vary accordingly to the task within the establishment.<sup>19</sup>

##### ***H3: Men would prefer a male-oriented concept in a shopping centre.***

The survey demonstrates that that 41.5 % of the respondents answered that they would prefer to see such a concept in a shopping mall. The second most common place of answer was “midtown,” with 24.6%.<sup>20</sup>

##### ***H4: Men dedicate an important part of their income to luxury products/services that enhance their appearance.***

Accordingly to the results we can state that the higher the gross monthly income, the higher the part of income spent on a luxury product/service. 58.1 % of the category that earned “less than 3, 000 euros” per month spent less than 50 euros per week in relaxation services, while the respondents that earned “more than 20 000 euros” per month usually spent more than 250

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<sup>18</sup> See quantitative results: Appendix 12

<sup>19</sup> See quantitative results: Appendix 10

<sup>20</sup> See quantitative results: Appendix 11

euros on relaxation. In this statistical test, we are interested in researching if the two categorical variables of “weekly budget spent to relax” and “gross monthly income” are related or associated. The probability of the chi-square test statistic (chi-square = 74,128; ddl = 15 and  $p = 0.000$ ), less than the probabilistic value 0.05. The respondents dedicate an important part of their income to their wellbeing.<sup>21</sup>

***H5: Men buy luxury products/services often.***

Indeed, 41.4 % of the respondents state that they often buy a luxury product or service. Moreover, 30,3% of the respondents pretend that they buy sometimes. Only 1,3% of the respondents declare that they never buy a luxury product or service.<sup>22</sup> Therefore, we could say that the male consumer population in Luxembourg are a valuable demand for luxury product/service.

***H6: Men are attracted to shops that offer centralisation of services.***

Accordingly to the results, one can say that men are more attracted to shops that offer centralisation of services than specialized shops. Indeed, a majority of 55.9 % state that they prefer a shop that offers centralisation of products or/and services<sup>23</sup>.

***H7: Men have a tendency to spend more money for higher quality.***

The respondents have a collective tendency to spend more money for the same service but of a higher quality. In fact, “Sometimes” and “Often” were the two responses with the highest percentages of 30.3 % and 43.3%<sup>24</sup> respectively.

***H8: Male behaviour changes in contact with a female presence.***

The statistical results of the survey<sup>25</sup>, show that we cannot verify if the male behaviour changes in contact with a female presence. Therefore, the assumption cannot be verified.

***H9: Men feel the need to relax in a place where no one judges.***

Based on the results,<sup>26</sup> 62.5 % of the respondents feel the need to relax in a place where no one judges. This hypothesis is verified.

***H10: Men usually prefer to spend time alone while relaxing.***

According to the results<sup>27</sup>, the respondents prefer to spend time with friends (31.6%) and family (38.2%) while relaxing. Only 23.7 % of the respondents prefer spending time alone.

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<sup>21</sup> See quantitative results: Appendix 9

<sup>22</sup> See quantitative results: Appendix 8

<sup>23</sup> See quantitative results: Appendix 6

<sup>24</sup> See quantitative results: Appendix 7

<sup>25</sup> See quantitative results: Appendix 4

<sup>26</sup> See quantitative results: Appendix 5

<sup>27</sup> See quantitative results: Appendix 3

## **Part IV: Application with an innovative project for men**

### **Chapter 7: Presentation of the project**

#### **7.1. Macroenvironment analysis**

In order to produce a macroenvironmental analysis we should use the model proposed by Pest. This latter theoretical model focuses on six different categories: political, economic, sociological, technological, environmental and legal (Johnson & al., 2011). The purpose of Pest's analysis is to determine the variables that could influence negatively or positively the activity and development of a company. The analysis points out important factors that may represent future opportunities or threats in the Luxembourgish market.

##### **Political**

Luxembourg is a democracy; the country has a governmental system based on a parliamentary form of government and a constitutional monarchy. Even if Luxembourg is a very small country it undoubtedly has an important international influence. Luxembourg had the highest per capita social protection expenditure among all EU member states (Sapir, 2006).

One can state that Luxembourg is a politically stable country, making it an attractive destination for investment.

##### **Economic**

On average the net financial wealth per capita is estimated at \$57, 159 USD (OCDE, 2015, p. 27). Luxembourgish Wort (2014) states that Luxembourg is the country that has the greatest proportion of millionaires, "approximately one in four households." From an employment perspective, around 66% of the population between 15 and 65 years old are employed, and this statistical indicator is above the average employment rate in (OCDE, 2016).

According to the European Commission report, the country's economic activity has increased from 4.1% in 2014 to 4.7% in 2015. Experts forecast positive projections for the coming years.

The financial sector remains one of the principal sectors and drivers of the national economy. From a global perspective, Luxembourg benefits from favourable conditions, which lead to an increase in dynamism as comparison to its neighbours (European Commission, 2016, p. 11).

Furthermore, the financial sector has experienced increased employment. Luxembourg makes many of the financial centres that are attractive to the super rich (Mathur, 2013, p.22).

### **Social**

Luxembourg's total population is 556, 319 (OCDE, 2016). In 2014, approximately 45% of the population were foreign residents. Immigration increased in the 20th century with the arrival of immigrants of diverse nationalities. The majority are EU citizens: 91,000 Portuguese, 37,000 French, 18,000 Belgian, and 18,000 Italian citizens respectively (OCDE, 2015). Moreover, the number of tourists in Luxembourg increased 9.8% from 2014 (L'essentiel, 2015).

### **Technological**

The country counts three national research centres but it has a young research history compared to the other member countries. Luxembourg has a developed telecommunication and broadband network. In the last few years, the country has been investing in new infrastructures such as universities and research centres. Accordingly to Luxembourg's official website for business and innovation<sup>28</sup>, several international companies including Goodyear and DuPont decided to come to Luxembourg in order to take advantage of favourable R&D and innovation conditions. This important investment in science and technology may enable future technological developments.

In conclusion, Luxembourg's economic and financial forecasts are positive, and proves that the country enjoys a certain stability. Rated AAA by the all-international rating agencies, Luxembourg maintains a top position among Eurozone members (Trading Economics, 2016). Due to these favourable revenue indicators, it is interesting to target Luxembourg for a luxury concept.

## **7.2. Creation of a project for men**

Today, the men's luxury industry is booming. Many global brands have introduced a hybrid space of sale; this means they offer a dedicated shop for men combining exclusive products

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<sup>28</sup> Luxembourg for business and innovation (2016). Pourquoi le Luxembourg? Le Pari de l'innovation. *Luxembourg for business & innovation Press*. <http://www.investinluxembourg.lu/fr/investir/pourquoi-le-luxembourg#le-pari-de-linnovation>, (retrieved on 27/06/16)

and quality services. The novelty of the concept is to bring together multiple services and products in one place.

*The Gent's Tailor* is the newest concept store project in Luxembourg. Housed in a store where comfort and beauty prevail, it aims to maintain charm and serenity and is an innovative concept in the Luxembourg scene. In *The Gent's Tailor* store men will find a number of brands, products and services.

In fact, the store proposes a multi-sensory experience along diverse services such as a wellbeing center (spa, massages), a barber service ( beard , hair , ... ) , tailor service, a relaxing space ( espresso bar , fine wines , spirits) and a humidor. *The Gent's Tailor* is home to many luxurious brands; it might not offer a large selection of each product or service, but the brand encourages customers to select the best or the most reliable. *The Gent's Tailor*, aside from being a destination of quality and comfort, is also a place where customers can spend a delightful moment.

### **7.2.1. Mission and Vision**

*The Gent's Tailor* is a new concept of shop that proposes a multi-sensory high quality experience. The company aims to become the place where gentlemen can find a unique luxury experience of “feeling good”. The company customizes its offerings and targets the customer by addressing him in the most personal way possible.

The brands wants to devote its energy to men's wellbeing and set itself to the mission of proposing the best of products and services in terms of quality, efficacy, and uniqueness. The role of *The Gent's Tailor* is to enable men to save time by combining diverse services in one place. It aids men in the process of satisfying their needs. Customers no longer need to go to several places in order to find specialized products. Furthermore, qualified and specialized staff offer a one-to-one service. Since each man has different and unique needs and wishes, *The Gent's Tailor* aims to satisfy each one by proposing a customized service.

Regarding its vision, by regrouping the male fundamentals in one unique place, *The Gent's Tailor* aims to revolutionize the men's luxury industry.

### 7.2.2. Values

*The Gent's Tailor* is a place where the fundamental principles of the Gentlemen's Code of Honor prevail. Nowadays, the word "gentleman" can have diverse meanings accordingly to who tries to define it. It can refer to the man that has an exceptional manner in building social and professional networks. The gentleman can also be distinguished by his calm and courtesy toward everyone he meets. *The Gent's Tailor* caters to these attributes.

There are some values toward the client that the company needs to ensure; being attentive and masterful in the discipline of satisfying each client's needs. *The Gent's Tailor* wants to be the place where **courtesy** in listening to the client is natural.

Moreover, everything that is said in confidence is to remain in confidence. Indeed, **trust** and **discretion** is the key of a Gentlemen's behaviour. If a client cannot trust the company then there will not be a reliable and respectful relationship over time between the company and the client. The store should convey a **family spirit** where every gentleman should feel at home.

The **quest for excellence** should be a value that permeates every aspect of the business. The pursuit of perfection should prevail on a daily basis in the company because only with a desire to surpass oneself can one provide the best for one's consumers.

### 7.2.3. Micro environment analysis

After the presentation of the luxury concept for men it seems pertinent to concentrate on the analysis of the microenvironment. The model of SWOT concentrates on one side on the strength and weaknesses of the company and on the other side on the opportunities and threats. Conducting a SWOT analysis will facilitate the identification of the challenges that the company will face in the future. Once these internal and external influences have been detected, the company can explore or identify possible actions or areas for change in order to improve business.

First, based on the presentation of the project we find that many internal variables can positively or negatively impact the business of an organization.

**Figure 6 – Strengths and weaknesses of the project**

| <b>STRENGTHS</b>                                                                                                                                                                                                                                                                                                                   | <b>WEAKNESSES</b>                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Structure / Know-How (product and services (e.g. old style shaving)</li> <li>2. Philosophy behind concept</li> <li>3. Innovating concept</li> <li>4. Product Mix/Luxury Mix</li> <li>5. Customer liaison/relationship</li> <li>7. Retail model on measure – difficult to copy</li> </ol> | <ol style="list-style-type: none"> <li>1. Merchandising (internal)               <ul style="list-style-type: none"> <li>- Concept</li> <li>- Store</li> </ul> </li> <li>2. Poly valence Personal               <ul style="list-style-type: none"> <li>- Commercial entrepreneurship</li> </ul> </li> <li>3. Investments</li> <li>4. Diversity of stock</li> </ol> |

The figure above summarizes the essential points regarding internal influences. The force of the project relays upon seven diverse points, the first being Know-How, or the company surrounding itself with the best professionals of each profession.

The philosophy behind the concept represents without any doubt a positive factor for the company. The company aims to revolutionize the luxury market for men. By implementing fundamental values inspired from the gentleman's code the project aims to attain excellence for men. Moreover, offering diverse products and services in one place will make men's lives easier. Today, the customer's purchase journey starts with an individual and one-on-one service. The management of the customer relationship is personal in a luxurious store in order to inspire long-term relations. *The Gent's Tailor* will put the wellbeing and satisfaction of each client at the center of its concerns.

Nevertheless, every concept has some weaknesses that are important to identify. *The Gent's Tailor* has some weaknesses that are outlined in the figure above. The issue of grouping diverse products and services will concern two things: the disposition and design of the store. Assembling diverse products and services in the most effective manner will be a difficult task; when an interior designer realizes the construction of the store he or she needs to respect traditional codes but at the same time bring something new—all while respecting the spirit of the brand. Therefore, we can note that an interior design project in luxury has to be unique and satisfy the requirements of the customer.

Moreover, the company must select a qualified person for each position. This implies managing numerous and diverse professionals. The difficulty of the company will lie in the management of the polyvalent staff. Another weakness that has been identified is the huge allocated budgets in the interior design, qualified staff, and in the wide stock of luxury products.

Second, based on the macroenvironmental analysis and competitive factors, we find that some external variables can positively or negatively impact the company.

**Figure 7 – Opportunities and Threats to the project**

| OPPORTUNITIES                                                                                                                                                                                                                                                                                                          | THREATS                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Development (growing) of men's market</li> <li>2. Demography of the country</li> <li>3. Market innovation</li> <li>4. Partnerships with external partners (mobile/auto/health/beverage/ etc.)</li> <li>5. Development of Loyalty Program (with external partners)</li> </ol> | <ol style="list-style-type: none"> <li>1. Reaction time of competitors/challengers</li> <li>2. Price –positioning</li> <li>3. Too soon for market<br/>(= Economics/mentality)</li> <li>4. Authorizations (selective distribution, alcohol, cigars)</li> </ol> |

The men's grooming and self-care industry is rising. As seen in Chapter 2 many factors prove that the habits of the masculine gender are transforming. Maintaining their appearance is important, but they are also enjoying these tasks as if they were hobbies and relaxing moments. Moreover, in the past decades the market has been following the needs of men in terms of innovation. Today men can take care of their skin with specific products invented for their needs. They no longer need to use products or skin care designed and marketed largely for women.<sup>29</sup>

Moreover, the philosophy of the concept is redefining the fundamentals for men. There could be an opportunity to develop the concept even further. In fact, the partnerships with external luxury partners in the fields of automobiles or health could empower the business.

Finally, instead of directly forming a partnership, *The Gent's Tailor* could develop a Loyalty Program with external partners. This program consists of proposing that the loyal customer

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<sup>29</sup> See qualitative results: Appendix 23

spend a day with other loyal clients and the team while doing an extra activity. It would foster consumer loyalty and confidence in the company.

In terms of threats, the reaction time of competitors or challengers is critical. Since the masculine market takes another dimension some indirect or direct competitors might be thinking of a similar concept. More importantly, the strategy of price positioning will determine the success or failure of the business. If the project is too high-priced it may not find its required audience in order to be profitable.

Furthermore, even if the project is successful in other cities such as New York and Shanghai, Luxembourg may not be mentally prepared. Accordingly to Mr Sebastian Fiorea and Mr Lionel Windeshausen, the market may not be prepared for this type of project.

Finally, the company needs to have access to diverse permissions or authorizations (alcohol, cigars). These licenses could be another threat for the business since that they aren't easy to obtain.

To conclude, after analysis of the microenvironment we could state that even if the huge amount of investment could affray the project it seems to have its place on the Luxembourgish market due to its specific philosophy. Moreover, the external variables show interesting market opportunities. Even if *The Gent's Tailor* needs to take the attention of potential challengers the project seems to have a chance on the luxury Luxembourgish market.

### **7.3. Marketing strategy**

#### ***7.3.1. Segmentation***

The first section of the quantitative method aims to profile the luxury consumers in Luxembourg. The socio-demographic characteristics of the sample will help in defining the profile of the targeted consumer.

It was important to interview different age categories in order to define the preferences of each group of individuals. The results of the first question corresponding to the category of age reveal that the majority of the respondents are between 21 and 60 years old. Indeed, the

table below shows that 30.1% of the individuals are 21 and 30 years old, corresponding to the profile of a millennial, followed by the persons aged 51- 60 at 21.6 %. Finally, 20.3% of individuals were between 31 and 40 years old and 19% were between 41 and 50 years old.

**Table 3 – Frequencies observed regarding the category of age**

| <b>What is your age?</b> |                  |                   |                             |
|--------------------------|------------------|-------------------|-----------------------------|
|                          | <b>Frequency</b> | <b>Percentage</b> | <b>Cumulated Percentage</b> |
| Less than 20 years       | 5                | 3,3               | 100,0                       |
| From 21 to 30 years      | 46               | 30,3              | 30,3                        |
| From 31 to 40 years      | 31               | 20,4              | 50,7                        |
| From 41 to 50 years      | 29               | 19,1              | 69,7                        |
| From 51 to 60 years      | 32               | 21,1              | 90,8                        |
| From 61 to 70 years      | 7                | 4,6               | 95,4                        |
| From 71 to 80 years      | 2                | 1,3               | 96,7                        |
| Total                    | 152              | 100,0             |                             |

Moreover, the results prove that multilingualism is common in Luxembourg. The country counts more than 170 different nationalities<sup>30</sup>. The population of the Grand Duchy has a daily practice of three languages. The country has a large number of foreign residents, representing 46 % of the population<sup>31</sup>. In addition to foreign residents there are more than 167,000 daily frontier workers.

The survey focuses on sensitive information such as the income of the respondents in order to examine if the respondents have the potential to allocate a part of their salary for luxury products or services. In the analysis it can be noticed that the majority of the respondents earn a monthly gross income per month “less than 3,000” or “between 3,000 and 5,000 euros” with 31.6% and 30.3% respectively. The monthly gross income represents the earnings from which were removed the amount of social contributions and taxes.

<sup>30</sup> Le portail officiel du Grand-Duché de Luxembourg (n.a.). Vivre. <http://www.luxembourg.public.lu/fr/vivre/>, (retrieved on 29/06/16)

<sup>31</sup> Le portail officiel du Grand-Duché du Luxembourg (n.a.) Société multiculturelle. <http://www.luxembourg.public.lu/fr/le-grand-duche-se-presente/population/societe-multiculturelle/index.html> (retrieved on 29/06/16)

The minimal monthly gross income in Luxembourg is 1,922.92 euros for non-qualified persons and 2,307.56 euros for the individuals considered qualified.<sup>32</sup> It can be noticed that the respondents earning “Between 3,000 and 5,000” correspond to the upper middle class.

**Table 4 – Frequency observed concerning the monthly gross income**

| <b>What is your monthly gross income?</b> |                  |                   |                             |
|-------------------------------------------|------------------|-------------------|-----------------------------|
|                                           | <b>Frequency</b> | <b>Percentage</b> | <b>Cumulated Percentage</b> |
| Less than 3000 euros                      | 48               | 31,6              | 94,7                        |
| Between 3 000 and 5 000 euros             | 46               | 30,3              | 37,5                        |
| Between 5 000 and 7 500 euros             | 20               | 13,2              | 50,7                        |
| Between 7500 and 10 000 euros             | 19               | 12,5              | 63,2                        |
| Between 10 000 and 20 000 euros           | 11               | 7,2               | 7,2                         |
| More than 20 000 euros                    | 8                | 5,3               | 100,0                       |
| Total                                     | 152              | 100,0             |                             |

Furthermore, the majority (56.6%) of employees from the middle management earn “between 3,000 and 5,000 euros” monthly. We can also note that the employees from the higher management that earn higher incomes (29.4% earn “between 5,000 and 7,000 euros” and 35.3% earn “between 7,500 and 10,000 euros”). Finally, if we observe the results of the “independents”, the income can reach “More than 20,000 euros” which represent a target for a potential men’s luxury project.<sup>33</sup>

Furthermore, Pearson’s chi-square test, which is the test of association, points out if there is a relationship between two categorical variables. In this statistical test, we are interested in researching if the two categorical variables of “socio-professional category” and “monthly gross income” are related or associated. The probability of the chi-square test statistic (chi-square = 134,593; ddl = 30 and p= 0. 000), is less than the probabilistic value 0.05. After the analysis of the results we can conclude the two values are related.

<sup>32</sup> Les frontaliers (2016). Les salaires. <http://www.lesfrontaliers.lu/nouvel-arrivant/36398/les-salaires>, (retrieved on 1/07/16)

<sup>33</sup> See quantitative results: Appendix 13

In conclusion, the analysis of the socio-demographic variables of the respondents allows us to determine whether we are actually reaching our target audience and whether or not we are gathering important and relevant information. Furthermore, the aim of the representative sample of a population is to determine the distribution of the demographic characteristics of the respondents. The latter statistical results show us that the consumers in Luxembourg are potential luxury consumers.

Socio-demographic criteria such as socio-professional category, income, and age may be interesting to conduct pertinent market segmentation in the luxury industry. The socio-professional category has an influence on the buying behavior and as well as the place of purchase. According to their profession, these customers are able to allocate more or less money for a luxury product or service.

Income is an important socio-demographic variable. We observe that people have different spending behavior depending on their monthly gross income.<sup>34</sup> The higher the monthly gross income the more they are inclined to purchase luxury goods or to allocate a larger part of its income in luxury items or services.

### ***7.3.2. Targeting***

The target market is a set of buyers who share certain characteristics (e.g. income or socio-professional category) or share some similar needs (e.g. relaxation) that the company intends to meet. The company needs to evaluate the different segments and choose those on which it will focus.

The aim of this study was to target customers who have the ability to spend money on luxury products and services. The results show that respondent that have a monthly gross income above 3,000 euros are more likely to be interested by a men's luxury concept in Luxembourg. Indeed, 56.5% of the respondents that earn "between 3,000 and 5,000" and 75% of the class "between 5,000 and 7,000" gave a positive answer.<sup>35</sup>

Moreover, if we analyse the answers depending on the socio-professional category, we can notice that three classes demonstrate a positive interest in the concept. 49.1% of middle

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<sup>34</sup> See quantitative results: Appendix 9

<sup>35</sup> See quantitative results: Appendix 13

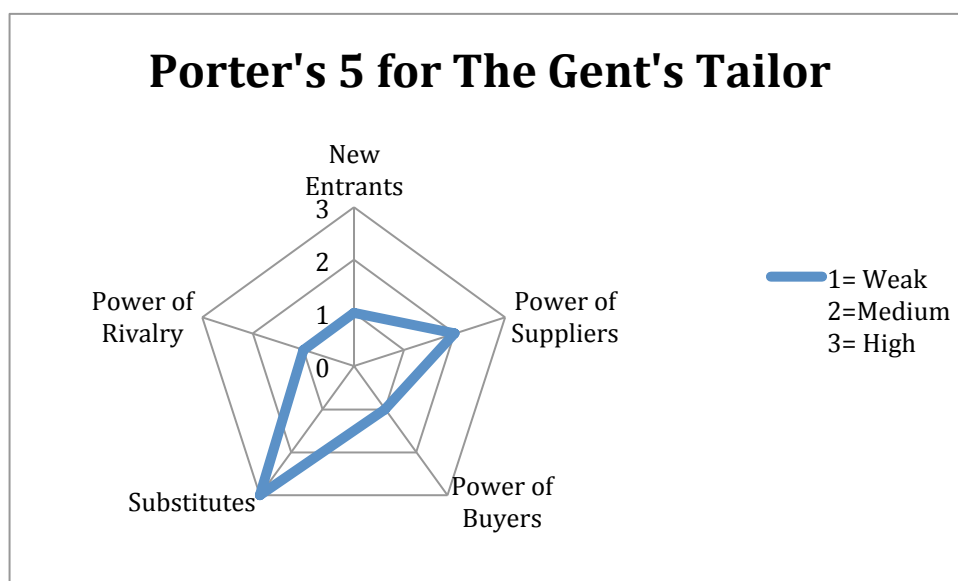
management and 67.6% of upper management showed a positive attitude toward the project. Moreover, there is another attractive segment, which is the independent category.<sup>36</sup>

The target core consists of a group of active individuals and businessmen from the upper middle class that have high income--the type of person who thinks that quality is an essential variable. The objective is to target the modern businessmen of our society who is interested in innovative concepts. This concept offers a unique place where businessmen can develop their networks in a luxurious space.

### 7.3.3. Positioning

Porter's 5 describes the power of each force in the market that can influence an industry's competitiveness. Michael E. Porter created this metric in order to assess the competitiveness and to develop the right market strategies for a company. This will help *The Gent's Tailor* to differentiate its business from others (Porter, 1980).

**Figure 8 – The Porter's 5 for the Gent's Tailor**



The graphic shows that The Gent's Tailor does not rely on the Buyers, New Entrants or Rivals.

<sup>36</sup> See quantitative results: Appendix 14

### **Threats of new entrants: Weak**

Concerning the New Entrants, the threat is very low, since such a concept for men needs specific knowledge and competences. In order to represent a potential threat, New Entrants will need to improve in quality of service. There is also a very low risk of new entrants since the investment in this project is significant; in order to offer high quality service and products, a company needs to invest in store design. The store needs to offer a luxurious space where comfort and beauty prevail. The high quality products that should be available in the store for the clients are significantly expensive and thereby represent a high investment.

Nevertheless, the city of Luxembourg experienced an important growth in the last 20 years. The luxury industry grew with the expansion of the bank industry, which resulted in an increase of the upper middle and upper classes. This could give some actors the wish to enter the market as a direct competitor.

### **Power of Rivalry: Low**

Regarding competitors, today there is no direct competitor for *The Gent's Tailor*, as there is no other concept like this in Luxembourg. As a high investment is required in order to create a similar concept, it makes it hard to copy. The main competitors are specialized shops all around the city, which are numerous and qualified as indirect competitors. These competitors can have an advantage over us regarding the specialized individual shops (*T-Hair*, *Nespresso*, *Paris 8*).<sup>37</sup> These are specialists in their domain with seniority, but the survey has proven that the majority of the consumers would prefer a centralization of the services/products.<sup>3839</sup>

There is only one competitor which is a hybrid concept but which has another target and positioning. *Smets* is a meeting point for both women and men for fashion, design, and art. The objective is to bring the most striking looks from the catwalks and the most promising young designers for their customers. Even if *Smets* has the same structure in its store, the target and positioning are not in the same direction.

### **Bargaining power of Buyers: Weak**

*The Gent's Tailor* prices are relatively similar compared to its competitors and affordable for

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<sup>37</sup> See additional Information: Appendix 24

<sup>38</sup> See quantitative results: Appendix 15

<sup>39</sup> See quantitative results: Appendix 16

the customers we target. Furthermore, this type of customer is not price sensitive. We can notice that there is no other concept like this one in the entire country; therefore our customers will have no other choice than to come visit us.

Nevertheless, they can find the same service or product by spending time going from shop to shop for goods we offer in one space. Customer behavior in that way can represent a threat since they seek the best quality available in the market.

### **Power of substitutes: High**

Many available alternatives can be found midtown, and specialized cigar shops, specialized wine shops, and exclusive barbershops can be considered as substitutes. For example, *T-Hair* can offer quality relaxation and beauty services for men for a range of prices. Finally, substitutes are classified as a high source of danger due to the high number of specialized shops around the city.

### **Bargaining power of suppliers: Medium**

Suppliers will have an impact in our price and quality; the impact that they have on our business varies with the service or product they supply. For example, the hairdressing industry does not provide us with much choice on suppliers, as *L'Oreal* is the main seller in the world for this industry. Regarding alcohol, we do not depend on suppliers since there is a growth in this market and negotiation is possible.

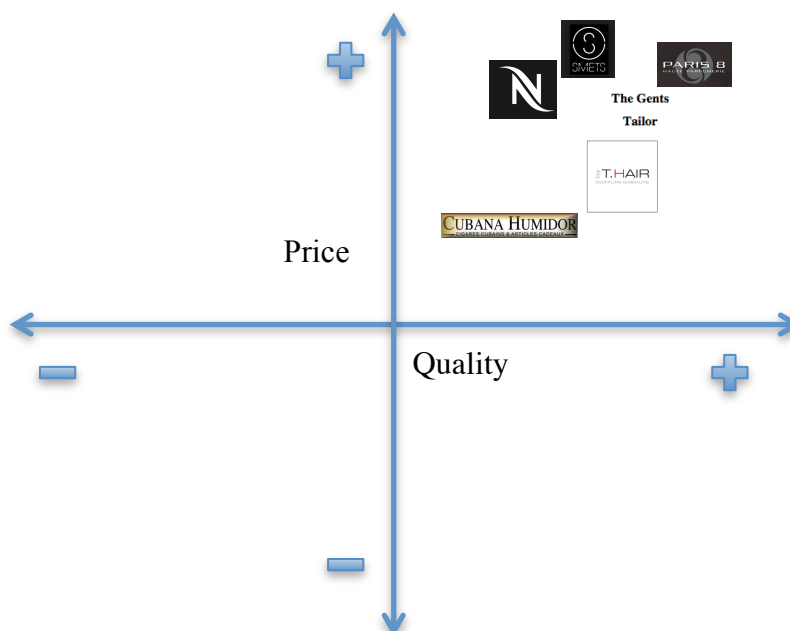
Even though, diverse suppliers keep on growing in the luxury market, and *The Gents Tailor* is obliged to keep being supplied by big luxury brands such as *L'Oreal* for the hairstyling side. These types of multinational companies could have a considerable impact on the business if they increase prices or decrease quality. On the other hand, we have suppliers that have a lesser impact. For example, in the wine industry, we have a high power to negotiate with local wine and liquor suppliers due to the fact that we have a wide selection for this type of supplier. In order to find the best quality some of the suppliers remain essential for the success of the company; this is why we will situate it at the medium level of danger.

Bowman's strategic clock is a business model made to analyze what position a business is taking in a specific market. It takes into consideration its values offered and its prices. According to this strategic clock, *The Gent's Tailor* is positioned as Focused Differentiation.

That means that the *Gent's Tailor* is at the highest point possible for a perceived added value and high in price. Indeed, *The Gent's Tailor* differentiates itself from others, since its services and products are focused on quality for customers that are seeking quality. The strategy of setting the prices high allows this company to capture highly demanding customers.

After analyzing our direct and indirect competitors, we decided to set our prices at the same average by maintaining a high quality, which will defer to our customer type's needs.

**Figure 9 – Positioning map**



Moreover, as it has been determined by our customer study, high-perceived value is a must in order to catch buyers. This requires a specific attention while taking any further decision for the company; it should never affect the perceived value.<sup>40</sup>

For example, offering high quality cognac, whiskey, cigars, and coffee will increase the perceived value towards our customer.

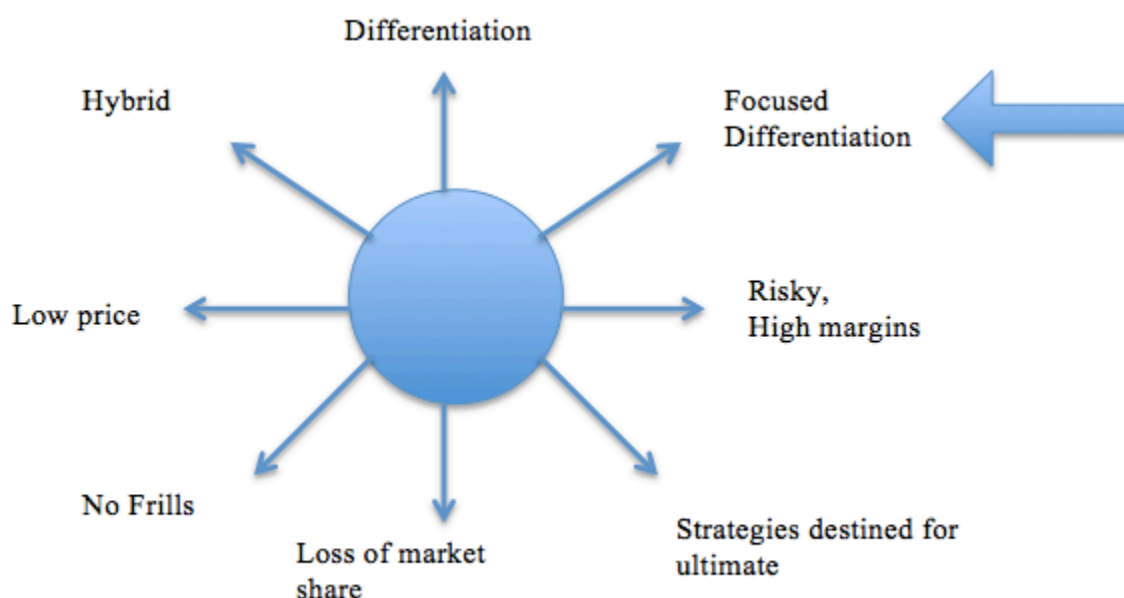
Proper staff training is a must in order to ensure the quality and customer's satisfaction. For example, the chosen ambassadors working at the hair shop will only work in this specific area. Indeed, the sex of the person will vary according to the selling point; we will prefer a

<sup>40</sup> See quantitative results: Appendix 7

man rather to a woman for the cigars and whiskey.<sup>41</sup> This will allow a competitive advantage over our main competitors.

The weakness of being positioned as Focused Differentiation is that we will only attract customers with a high income (Bowman & Faulkner, 1997).

**Figure 10 – Strategic clock**



The *Gent's Tailor* concept denotes the meeting place for those men who want nothing but the best for themselves and appreciate relaxation in a luxurious space where comfort and quality are priorities.

## **7.4. Operational marketing**

### **7.4.1. P-Product/Service**

The product policy that the company decides to follow is essential. All products and services should be in line with the customer's requirements and expectations. According to our survey, the product or services that would interest men the most would be hair care for 82.5%,

<sup>41</sup> See quantitative results: Appendix 10

perfume for 69.9% of respondents, and the espresso bar for 66%.<sup>42</sup> In fact, leisure and beauty services were in high demand.

Mr Toni Nunes, director of the *T-Hair* group, confirmed the results of the survey and added that the concept should include any product or service that could interest a man.

*« Alors, parfums pour l'homme, soins cosmétiques pour l'homme, avoir un petit café différent, même une bière différente. Avoir des cadeaux pour l'homme tout simplement. Tout ce qui pourrait intéresser l'homme de A à Z. Une vraie boutique pour l'homme cela n'existe pas encore ».*

“*The Gent's Tailor* could therefore propose to their male customers other products such as cigars, fine alcohols, or other luxury accessories that are unique. In fact, it could also be the meeting point where one could easily find a gift for a husband or dad.”<sup>43</sup>  
(Translated by the author.)

The luxury concept store dedicated to male aims could revolutionise the market, but as diverse luxury experts warned during the interviews the market of Luxembourg may not be prepared for an extravagant concept. The consumption style of the Luxembourgish is still very “conservative”.<sup>44</sup> Moreover, accordingly to Mr Fabrice Cellini, of the concept store *Smets*, every single brand needs to constantly innovate and propose new things to their clients. Nevertheless, he also warns that sometimes being too avant garde could be risky.

*« Maintenant, il y a toujours pas mal de choses, il y en a qui vont intégrer des bar à eau dans un shop, on a besoin de tout le temps des nouveautés, on a besoin d'être avant-gardistes sans l'être trop »*

“In conclusion, the product and service strategy selected by the company should try to find the perfect balance between being an innovative and an old fashioned project.”  
(Translated by the author.)

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<sup>42</sup> See quantitative results: Appendix 18

<sup>43</sup> See qualitative results: Appendix 23

<sup>44</sup> See qualitative results: Appendix 20

#### **7.4.2. P-Price**

The price setting strategy can be on a normal to higher scale depending on the service or product. *The Gent's Tailor* differentiates itself from others, since its services and products are focused on quality and innovation. By proposing something different and extra to their clients the brand could position itself in the average of the prices of its concurrent companies.

The pricing strategy used here is called a “premium” pricing strategy, where prices involve and reflect the quality of products and services offered by the company. *The Gent's Tailor* offers several products and sells a numerous of intangible advantages such as customization and one-on-one service.

The strategy of setting the prices normal to high will allow this company to capture highly demanding customers. Furthermore, according to the survey conducted one can state that customers are usually happy to pay a little more for something that is of higher quality.<sup>45</sup> This statistical result confirms the brand's pricing strategy.

#### **7.4.3. P-Place**

The distribution channel consists of diverse channels through which a product or a service aims to reach the final client. The objective of this section is to satisfy the very specific needs of the customers by proposing an efficient circuit during the purchase experience. Depending on the profile of the customer the company will have to simplify the circuit.

One of the distribution channels and the most frequent in Luxembourg is brick-and-mortar stores. People are looking for an experience; for example the concept store *Smets* enables its clients to spend an entire day in the shop while enjoying different activities.

*« Puis on peut flâner une heure le matin, aller déjeuner à midi au two6two, qui est un restaurant guide Michelin, et voilà on peut passer un réel bon moment puis après redescendre et on leur offre un café quand ils arrivent dans le rayon parce qu'ils sortent de déjeuner. Ils veulent voir un jean et encore boire un café avec nous. Donc, c'est une vraie expérience. »*

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<sup>45</sup> See quantitative results: Appendix 7

*“Then you can stroll an hour in the morning, then go to lunch at noon at Two6Two, a Michelin restaurant, you can spend a real good time then after you can go down and we offer them a coffee when they arrive on the shelf because they come out from their lunch. They want to see jeans and still drink coffee with us. So it's a real experience.”*

(Translated by the author.)

Therefore the store is the most effective way to allow the client to benefit from the shopping experience. This is how *The Gent's Tailor* aims to satisfy its clients. For example, if a client is having his hair cut he will be able to see what the brand offers by looking at the television screen that shows the other services and products in the store. This will increase the curiosity of the customer and eventually give him the desire to extend his journey into the shop to enjoy a coffee or an old scotch.

#### **7.4.4. P-Promotion**

After an analysis of the strategies and interviews one can define the promotional strategy that should employ such a concept. Firstly, “the word of mouth” is cited in both qualitative and quantitative research methods.<sup>4647</sup> Mr Fabrice Cellini states:

*« Là, le bouche-à-oreille fonctionne toujours bien mais on ne peut pas se reposer uniquement sur le bouche-à-oreille. Après, il faut un vrai service de marketing, j'ai l'impression que dans ces grandes capitales là, il y a besoin d'être présent dans pleins de niveau au niveau marketing. »*

“Well, the company should combine a few promotion strategies. The power of the networking improves the visibility of the brand on the market. In fact, by investing some time in knowing and socializing with, for example, a person working for the European institution in Luxembourg, it could increase the attraction to the brand.”

(Translated by the author.)

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<sup>46</sup> See qualitative results: Appendix 23

<sup>47</sup> See quantitative results: Appendix 12

This community creation or special events such as wine or whisky tastings could increase the loyalty of the actual customers and target the profile of men that the project is looking for. Moreover, accordingly to T-Hair, it is interesting for a company to advertise in magazines that are oriented to the masculine population.<sup>48</sup> Men's magazines are interesting promotional vehicles where companies can reinforce their brand images and popularity by introducing the presentation of the brand.

Furthermore, *The Gent's Tailor* should invest in radio. By investing in radio promotion the company could reach diverse profiles of potential clients, whether those who are driving to work or those who are going shopping.<sup>49</sup>

Last but not least, social media can improve the visibility of the business in a valuable way. This type of advertising makes the brand more accessible for new customers, what Mr Sebastian Fiorea calls "the friends of their friends". People are getting more and more connected, making a presence on social media essential.

The advantage of this channel is that at the beginning it is cost-free. Indeed, if a brand creates a Facebook page it can begin to generate viral content without having to invest any money. Nevertheless, accordingly to Mr Lionel Windeshausen, in order to have a real impact on the recognition of the brand, the page has to be very active and update its content frequently.

#### **7.4.5. Personnel**

The company customizes its offerings and therefore aims to target the customer by addressing him in the most personal way possible.

One of the big challenges for any brand is satisfying the different profiles of luxury customers. The employees make up part of the delivery process. Therefore, they are highly important since they can have a positive or negative impact on the experience of the customer and thus on profit. Employee performance represents an important variable for companies.

The results of the survey imply that men don't really have any preferences in the selection of the gender of service personnel. In fact, 46.7% of the respondents showed a preference for the

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<sup>48</sup> See qualitative results: Appendix 23

<sup>49</sup> See qualitative results: Appendix 23

“gender according to the position in the store.”<sup>50</sup> Therefore, *The Gent’s Tailor* should pay attention to the selection of the employees accordingly to the preferences of the customer.

*The Gent’s Tailor* will hire locals, which are native Luxembourgish, German and French speakers. English speakers will be a must in this establishment. We will need to have high-qualified employees in order to satisfy our demanding guests’ requests. The selection will begin when interviewing the candidates. The company will search for experienced and specialized candidates in their fields. They will need to follow or incorporate the values of the company. The behavior of the employees must correspond to a gentlemen’s behavior. Every detail in a luxury concept has to be taken into account, starting with their way of talking to the clients and the appearance of their clothes.<sup>51</sup>

## 7.6. Choice of location

The choice of the location will constitute a part of the success of the company. There are some criteria that should be evaluated when considering a specific location for a new project such as *The Gent’s Tailor*. The location should be in line with the style and philosophy of the business.

The first angle to analyse is the consumption habits or the wishes of the target customers. The results of the quantitative research have proven that the male population would prefer to find this kind of project in a shopping centre.<sup>52</sup>

Some of the experts interviewed stated that the shopping centre would be the location where they would see a project of this type.<sup>5354</sup> This location presents several advantages, beginning with the fact that shopping centres are easy to access and offer large parking areas. Moreover, the days and hours of service are interesting for clients. The shopping centres are open from 8 am to 8 pm from Monday to Thursday, then Friday they close at 9 pm and finally on Saturday at 6 pm. Since the weekday closing time of the stores in midtown Luxembourg is 6 pm, shopping at a centre may offer a more suitable schedule for the targeted clients.

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<sup>50</sup> See quantitative results: Appendix 10

<sup>51</sup> See qualitative results: Appendix 23

<sup>52</sup> See quantitative results: Appendix 11

<sup>53</sup> See qualitative results: Appendix 21

<sup>54</sup> See qualitative results: Appendix 22

Moreover, shopping malls offer a proximity to other services and businesses. In fact, besides the commercial area, there are also a few restaurants and coffee shops, as well as other stores dedicated to men and women. Thus, a couple could come and visit the centre; while the woman goes shopping the man could come and spend an enjoyable moment in a store just for him.<sup>55</sup>

Nevertheless, the midtown area of the city could also be a potential location for this type of project even if it has some inconvenience such as the difficulty of traffic and lack of parking. Mr Sebastian Fiorea and Mr Toni Nunes recommended the midtown Philip 2 Street or the main street since all luxury stores such as Chanel, Louis Vuitton and others are installed there. Luxembourg has been an attractive destination for diverse nationalities of tourist that are clamouring for luxury products and services.<sup>56</sup>

As The *Gent's Tailor's* target clients are businessmen and upper to middle class, the object is not to attract foreign clients. Therefore, shopping malls would correspond more with the strategies and position established for the project.

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<sup>55</sup> See qualitative results: Appendix 22

<sup>56</sup> See qualitative results: Appendix 20

## **Chapter 8: General conclusions, implications, limits and direction for future research**

### **8.1. General conclusions**

This thesis consists in a study of the luxury industry, in particularly the luxury industry for men. The aim was to acquire a clear understanding about the actual luxury market worldwide. The analysis of the specificities of the luxury industry for men has enabled us to understand that the interest for luxury has increased considerably over the past decades. The definition of luxury has therefore assimilated with diverse definitions in a short period. The word luxury and its definition follow the evolution of our modern society.

Numerous researches have been made on the particularities of the luxury market. By establishing a theoretical framework we analysed the particulars of the luxury industry and what luxury products offer and demand. Moreover, across the past century the luxury market has faced important change regarding the profile of consumers. Among those luxury customers, the rising middle class and the increasing number of ultra-high-net-worth individuals represent opportunities for the luxury brands.

Moreover, after the analysis of the male luxury industry we could conclude that men consumption habits towards luxury goods/services have evolved. Along with the evolving needs and the interesting purchase power men have been increasing their spending. The modern man demonstrates more interest on following new trend and in taking care of the image that they vehicle.

With the evolution of the demand for male luxury goods and services worldwide luxury brand have no other choice than to reinvent them selves. Luxury brands adopted different strategies whether by proposing a larger offer whether by creating new concept store.

After the analysis of the qualitative and quantitative studies we could determine what would be the ideal project to meet the needs in terms of services and products for men. *The Gents Tailor* is a concept store that proposes a multi-sensorial high quality experience. The company aims to satisfy the evolving needs and consumption habits.

An analysis of the microenvironment and microenvironment was conducted. The external and internal environment showed that some variables could impact positively or negatively the

project. By analysing the market and the direct or indirect concurrent on the market, the industry showed that the luxury market in Luxembourg is attractive. The performing of market segmentation and targeting strategy enabled us to identify the target customer and its consumption habits. Accordingly to the interviews and the answers of the respondents, we could develop the operational marketing strategy that would suit in the most effective way the modern luxury man's needs in Luxembourg.

### **8.3. Limits and directions for future research**

Nevertheless, there are some limitations of the study. It is primordial to cite that the theoretical research has been made based on the available literature. This latter was in some points whether not precise enough whether incomplete. Despite the numerous researches among different databases made available for student some relevant information weren't reachable. Indeed, some reports was only made available if bought. Moreover, due to confidentiality and lack of availability some brands did not accepted to be interviewed in the field of ma research. These two latter facts prevent me to have access to some relevant information.

Furthermore, the choice of a geographic limitation imposed limits on the field of study. The conclusions can only be verified for Luxembourg. Since that Luxembourg has some very specific demographic characteristics, economic indicators and financial institutions the project might not be possible in another country.

Finally, we observed that the past decades the luxury has been evolving constantly. The profile of consumers, their consumption habits and their needs followed the movement. But in the research the proposition of the project was constructed based upon the actual masculine needs and consumption habits. However, the market is constantly evolving. The survey and the project recommendations may not be applicable in the future.

Last but not least, we could recommend some direction for a future research. It might be interesting to analyze the evolutions within the different categories of consumers. The changing consumption habits and needs within the categories determined in the segmentation.

It would allow having a more complete picture about the profile of the consumers. Indeed, some categories of customers might evolve constantly with the trends while others are luxury customers are more conventional.

Moreover, in the study we proposed some recommendation for a potential innovative luxury project for male in Luxembourg. It would be beneficial to deepen the researches about the feasibility of the project by creating a business plan. Indeed, establishing a business plan will enable to review essential information for the project such as an operational plan and a financial plan. The business plan might determine more effective way if the project is profitable in a medium to long term.

Finally, it would be interesting to identify what are the favorite brands for the male customer and explore what brands would satisfy the needs of the luxury consumers in Luxembourg.

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## Appendices

### Appendix 1 - Research calendar and sources of information

| STAGES OF THE RESEARCH           | DATE            |
|----------------------------------|-----------------|
| Elaboration of the questionnaire | 30 April 2016   |
| Launch of the survey             | 7 Mai 2016      |
| End of the quantitative research | 15 Juillet 2016 |

### Appendix 2 - Quantitative questionnaire

## Enquête dans le cadre d'un mémoire sur le marketing du luxe

Bonjour, afin d'affiner mes recherches pour réaliser mon mémoire clôturant mon master en Economie et Gestion, j'ai besoin de récolter un nombre important de réponses à l'enquête ci-jointe. Celle-ci ne vous prendra que quelques instants. Sachez que les données resteront confidentielles et pourront m'aider à réaliser un projet pouvant répondre à vos besoins dans un avenir proche au Luxembourg.

Ps: Ce questionnaire s'adresse exclusivement aux hommes travaillant ou vivant au Luxembourg.

**\*Obligatoire**

### Section 1: Description de l'individu

Quel est votre âge? \*

- ☐ Moins de 20 ans
- ☐ De 21 à 30 ans
- ☐ De 31 à 40 ans
- ☐ De 41 à 50 ans
- ☐ De 51 à 60 ans
- ☐ De 61 à 70 ans
- ☐ De 71 à 80 ans
- ☐ Plus de 81 ans

Quelles langues parlez-vous? \*

- ☐ Luxembourgeois
- ☐ Français
- ☐ Anglais
- ☐ Allemand
- ☐ Autres

Quelle est votre catégorie socio-professionnelle? \*

- ☐ Indépendant
- ☐ Employé (Cadre moyen)
- ☐ Employé (Cadre supérieur)
- ☐ Ouvrier
- ☐ Etudiant
- ☐ Retraité
- ☐ Inactif
- ☐ Autre

Quel diplôme possédez-vous? \*

- ☐ Diplôme supérieur non universitaire ou universitaire
- ☐ Diplôme secondaire supérieur/ Lycée
- ☐ Autre
- ☐ Aucun

Quel est le code postal du lieu où vous exercez votre activité professionnelle ? \*

Votre réponse

Quel est votre revenu brut mensuel moyen? (Réponse facultative)

- ☐ Moins de 3000 euros
- ☐ Entre 3 000 et 5 000 euros
- ☐ Entre 5 000 et 7 500 euros
- ☐ Entre 7500 et 10 000 euros
- ☐ Entre 10 000 et 20 000 euros
- ☐ Plus de 20 000 euros

## Section 2: Définir le besoin

Est-ce qu'il vous arrive parfois de faire des entretiens professionnels en dehors d'un cadre de travail habituel (société), comme par exemple dans des restaurants, des salles de co-working,...? \*

- ☐ Oui
- ☐ Non

Dans le but de développer davantage votre réseau professionnel, seriez-vous disposé à vous rendre dans un lieu afin de vous détendre dont la clientèle principale est des hommes d'affaires \*

- ☐ Oui
- ☐ Non

Quelles activités exercez-vous généralement lors de vos moments libres ? \*

- ☐ Activité sportive

- ☐ Activité sportive
- ☐ Shopping
- ☐ Voir vos amis
- ☐ Passer du temps en famille
- ☐ Formation/développer des compétences
- ☐ Se reposer et se détendre
- ☐ Profiter d'un bon repas
- ☐ Activité intellectuelle
- ☐ Aller au cinéma ou au théâtre,
- ☐ Regarder un évènement sportif
- ☐ Prendre soin de vous
- ☐ Autre

Selon vous, combien de temps par semaine consacrez-vous à votre détente et à prendre soins de vous ? \*

- ☐ Moins d'une heure
- ☐ De 1 à 5 heures
- ☐ De 5 à 10 heures
- ☐ De 10 à 20 heures
- ☐ Plus de 20 heures

Avec qui généralement vous détendez-vous? \*

- ☐ Votre Famille
- ☐ Vos Amis
- ☐ Vos Collègues
- ☐ Seul
- ☐ Autre

Quel budget êtes-vous prêt à dépenser par semaine pour vous détendre? \*

- ☐ Moins de 50 euros
- ☐ Entre 50 et 100 euros
- ☐ Entre 100 et 250 euros
- ☐ Plus de 250 euros

Est-ce que vous jugez que votre comportement/attitude/façon d'être change en contact avec la gent féminine? \*

- ☐ Très fortement
- ☐ Fortement
- ☐ Faiblement
- ☐ Très faiblement
- ☐ Pas du tout

Sentez-vous le besoin de vous ressourcer dans un endroit où le regard des autres ne vous juge pas? \*

- ☐ Oui
- ☐ Non

Préférez-vous une centralisation de plusieurs services au sein d'un magasin ou bien vous rendre dans divers établissements spécialisés chacun dans leur domaine? (Exemple: Un magasin Sportzone/ ou des magasins spécialisés pour le foot, pour la course à pied,...) \*

- ☐ Centralisation de services/produits
- ☐ Magasin spécialisé

— **Magasin d'opéra**

☐ Indifférent

**Vous arrive-t-il de dépenser plus d'argent pour un même service mais de qualité supérieure? \***

☐ Toujours

☐ Souvent

☐ Parfois

☐ Rarement

☐ Jamais

**A quelle fréquence consommez-vous un produit/service à tendance luxueuse? \***

☐ Toujours

☐ Souvent

☐ Parfois

☐ Rarement

☐ Jamais

**Quels produits/services luxueux que vous consommez ont une place importante dans votre budget? (Plusieurs réponses possibles) \***

☐ Maroquinerie

☐ Parfumerie

☐ Habillement

☐ Cosmétique

☐ Vins, spiritueux et cigares

☐ Automobile

- ☐ Automobile
- ☐ Service de détente (massage, barbier, coiffeur,...)
- ☐ Art de la table (gastronomie, restaurants,...)
- ☐ Joaillerie
- ☐ Oeuvre d'art
- ☐ Tourisme et loisirs
- ☐ Autres

Utilisez-vous de l'eau de parfum ou une lotion après rasage? \*

- ☐ Oui
- ☐ Non

Parmi la liste ci-dessous, quel parfum utilisez-vous ou avez déjà utilisé ? \*

- ☐ Chanel "Bleu de Chanel"
- ☐ Dior "Sauvage"
- ☐ Hermès "Terre d'Hermès"
- ☐ Paco Rabanne "Invictus"
- ☐ Paco Rabanne "1 Million"
- ☐ Aucun

### Section 3: Présentation d'un concept

De nombreuses marques au niveau mondial ont introduit un espace de vente hybride. Cela signifie qu'elles proposent une boutique entièrement dédiée à l'homme combinant des produits exclusifs et des services de qualité. La nouveauté du concept consiste à regrouper dans un endroit de multiples services. Si vous êtes à la recherche d'une expérience multi-sensorielle: un espace bien-être (spa, massages,...), un service barbier (barbe, coiffure,...), un service tailleur, un espace détente (bar à expresso, vins de qualité, alcools,...), une zone cigares,...le projet en question est la réponse à ce besoin.

Ce concept marque le lieu de rencontre pour ces hommes ne désirant rien d'autre que le

meilleur pour eux-mêmes et qui apprécient développer leurs réseaux dans un espace luxueux où le confort, la qualité et l'exigence prédomine.

Avez-vous déjà fréquenté un établissement de ce genre en dehors du Luxembourg? \*

- ☐ Oui
- ☐ Non

Est-ce que vous avez déjà connu ou entendu parler d'un établissement de ce genre au Luxembourg? \*

- ☐ Oui
- ☐ Non
- ☐ Plus ou moins

Est-ce que vous pourriez fréquenter un établissement de ce genre au Luxembourg? \*

- ☐ Oui
- ☐ Non
- ☐ Peut-être

Quels services/produits parmi la liste ci-dessous serait susceptible de vous intéresser? \*

- ☐ Barbershop
- ☐ Coiffure Homme
- ☐ Service de cigares
- ☐ Parfumerie
- ☐ Tailleur
- ☐ Bar à expresso

- ☐ Salon de co-working
- ☐ Espace de détente (massage, soins,...)
- ☐ Salon bar (vins, alcools forts, cocktails,...) consommation sur place et vente
- ☐ Kiosk (magazines, journaux, livres...)
- ☐ Maroquinerie
- ☐ Stylos & Briquets de luxe
- ☐ Gamme et set de rasage
- ☐ Autre :

Par quel type d'employé préféreriez vous être servi? \*

- ☐ Mixte
- ☐ Personnel exclusivement féminin
- ☐ Personnel exclusivement masculin
- ☐ Indifférent
- ☐ Sexe en fonction de la tâche au sein de l'établissement

Quelle attitude devrait avoir le personnel selon vous? \*

- ☐ Détendu (casual)
- ☐ Chic et élégant
- ☐ Indifférent

Où souhaiteriez-vous que l'établissement soit situé approximativement? \*

- ☐ Centre-ville du Luxembourg
- ☐ Quartier d'affaires
- ☐ Centre commercial

☐ Zone retirée

☐ Autres

Selon vous par quels moyens de communication seriez-vous le plus facilement atteint? \*

☐ Via la télévision

☐ Via internet

☐ Via des flyers

☐ Via des applications sur votre smartphone

☐ Via le sponsoring d'évènements

☐ Via la radio

☐ Via les réseaux sociaux

☐ Via des newsletters (mail ou boîte aux lettres)

☐ Via des journaux ou magazines

☐ Via les services de conciergerie d'hôtels ou autres

☐ Bouche-à-Oreille

Merci beaucoup pour votre aide précieuse, Marques  
Travessa Cindy



Ps: N'oubliez pas d'envoyer l'enquête lorsque vous avez fini celle-ci.

ENVOYER

N'envoyez jamais de mots de passe via Google Forms.

### Appendix 3 - Usually with whom do you spend time while relaxing?

|            | Frequency | Percentage | Cumulated Percentage |
|------------|-----------|------------|----------------------|
| Other      | 4         | 2,6        | 2,6                  |
| Alone      | 36        | 23,7       | 26,3                 |
| Friends    | 48        | 31,6       | 57,9                 |
| Colleagues | 6         | 3,9        | 61,8                 |
| Family     | 58        | 38,2       | 100,0                |
| Total      | 152       | 100,0      |                      |

### Appendix 4 - Do you think that your behaviour changes in contact with a female presence?

|               | Frequency | Percentage | Cumulated Percentage |
|---------------|-----------|------------|----------------------|
| Not at all    | 22        | 14,5       | 77,6                 |
| Very weakly   | 23        | 15,1       | 92,8                 |
| Weakly        | 47        | 30,9       | 30,9                 |
| Strongly      | 49        | 32,2       | 63,2                 |
| Very Strongly | 11        | 7,2        | 100,0                |
| Total         | 152       | 100,0      |                      |

### Appendix 5 - Do you feel the need to relax in a place where no one judges?

|       | Frequency | Percentage | Cumulated Percentage |
|-------|-----------|------------|----------------------|
| No    | 57        | 37,5       | 37,5                 |
| Yes   | 95        | 62,5       | 100,0                |
| Total | 152       | 100,0      |                      |

**Appendix 6 - Do you prefer to go to a shop that offer centralization of services or to a shop that is specialized in one domain?**

|                                     | Frequency | Percentage | Cumulated Percentage |
|-------------------------------------|-----------|------------|----------------------|
| Centralization of products/services | 85        | 55,9       | 55,9                 |
| Indifferent                         | 33        | 21,7       | 77,6                 |
| Specialized shop                    | 34        | 22,4       | 100,0                |
| Total                               | 152       | 100,0      |                      |

□

**Appendix 7 - Do you have tendency to offer more money for a same service but with a higher quality?**

|           | Frequency | Percentage | Cumulated Percentage |
|-----------|-----------|------------|----------------------|
| Never     | 4         | 2,6        | 2,6                  |
| Rarely    | 14        | 9,2        | 42,1                 |
| Sometimes | 46        | 30,3       | 32,9                 |
| Often     | 66        | 43,4       | 85,5                 |
| Always    | 22        | 14,5       | 100,0                |
| Total     | 152       | 100,0      |                      |

□

**Appendix 8 - At which frequency do you buy a luxury product/service?**

|           | Frequency | Percentage | Cumulated Percentage |
|-----------|-----------|------------|----------------------|
| Never     | 2         | 1,3        | 1,3                  |
| Rarely    | 28        | 18,4       | 50,0                 |
| Sometimes | 46        | 30,3       | 31,6                 |
| Often     | 63        | 41,4       | 91,4                 |
| Always    | 13        | 8,6        | 100,0                |
| Total     | 152       | 100,0      |                      |

## Appendix 9 - Cross Table - What budget would you spend weekly to relax? \* What is

|                                              |                           |                                              | What is your monthly gross income? |                               |                               |                               |                                 |                        | Total  |
|----------------------------------------------|---------------------------|----------------------------------------------|------------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------|------------------------|--------|
|                                              |                           |                                              | Less than 3000 euros               | Between 3 000 and 5 000 euros | Between 5 000 and 7 500 euros | Between 7500 and 10 000 euros | Between 10 000 and 20 000 euros | More than 20 000 euros |        |
| What budget would you spend weekly to relax? | Less than 50 euros        | Effectif                                     | 25                                 | 12                            | 2                             | 4                             | 0                               | 0                      | 43     |
|                                              |                           | What budget would you spend weekly to relax? | 58,1%                              | 27,9%                         | 4,7%                          | 9,3%                          | 0,0%                            | 0,0%                   | 100,0% |
|                                              | Between 50 and 100 euros  | Effectif                                     | 16                                 | 22                            | 8                             | 7                             | 4                               | 0                      | 57     |
|                                              |                           | What budget would you spend weekly to relax? | 28,1%                              | 38,6%                         | 14,0%                         | 12,3%                         | 7,0%                            | 0,0%                   | 100,0% |
|                                              | Between 100 and 250 euros | Effectif                                     | 5                                  | 9                             | 10                            | 5                             | 2                               | 2                      | 33     |
|                                              |                           | What budget would you spend weekly to relax? | 15,2%                              | 27,3%                         | 30,3%                         | 15,2%                         | 6,1%                            | 6,1%                   | 100,0% |
|                                              | More than 50 euros        | Effectif                                     | 2                                  | 3                             | 0                             | 3                             | 5                               | 6                      | 19     |
|                                              |                           | What budget would you spend weekly to relax? | 10,5%                              | 15,8%                         | 0,0%                          | 15,8%                         | 26,3%                           | 31,6%                  | 100,0% |
|                                              | Total                     | Effectif                                     | 48                                 | 46                            | 20                            | 19                            | 11                              | 8                      | 152    |
|                                              |                           | What budget would you spend weekly to relax? | 31,6%                              | 30,3%                         | 13,2%                         | 12,5%                         | 7,2%                            | 5,3%                   | 100,0% |

### Chi square test

|                    | Value               | ddl | Asymp. Sig. (2-sided) |
|--------------------|---------------------|-----|-----------------------|
| Pearson Chi square | 74,128 <sup>a</sup> | 15  | ,000                  |
| Likelihood Ratio   | 66,282              | 15  | ,000                  |
| N of valid cases   | 152                 |     |                       |

a. 12 cells (50,0%) have expected count effective less than 5. The minimum expected count is 1,00.

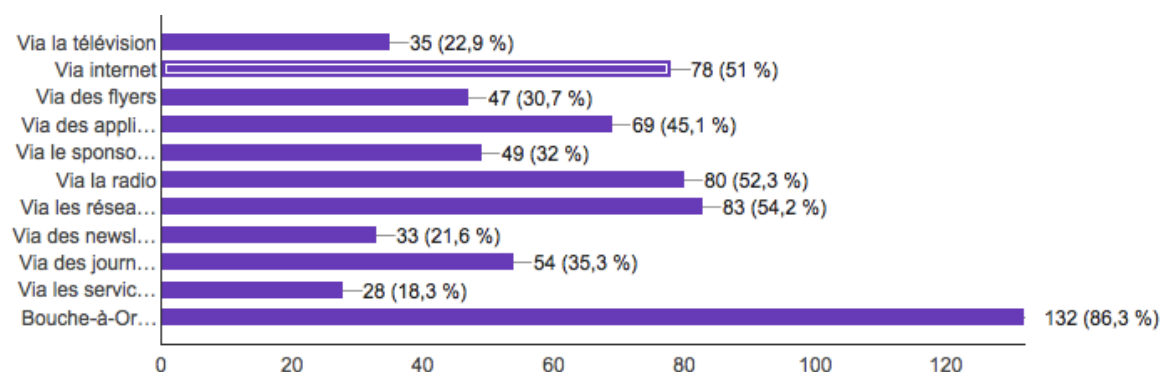
## Appendix 10 - By what type of employee do you prefer to be attended?

|                                                | Frequency | Percentage | Cumulated percentage |
|------------------------------------------------|-----------|------------|----------------------|
| Indifferent                                    | 35        | 23,0       | 23,0                 |
| Female and Male                                | 27        | 17,8       | 40,8                 |
| Exclusively female staff                       | 8         | 5,3        | 46,1                 |
| Exclusively male staff                         | 11        | 7,2        | 53,3                 |
| Sex according to the task in the establishment | 71        | 46,7       | 100,0                |
| Total                                          | 152       | 100,0      |                      |

## Appendix 11 - Where would you see such a concept?

|          |                    | Answers |            | Percentage of number of observations |
|----------|--------------------|---------|------------|--------------------------------------|
|          |                    | N       | Percentage |                                      |
| Location | Shopping Mall      | 93      | 41,5%      | 61,2%                                |
|          | Financial District | 34      | 15,2%      | 22,4%                                |
|          | Mid Town           | 55      | 24,6%      | 36,2%                                |
|          | Retired zone       | 34      | 15,2%      | 22,4%                                |
|          | Others             | 8       | 3,6%       | 5,3%                                 |
| Total    |                    | 224     | 100,0%     | 147,4%                               |

## Appendix 12 - Which communication strategies would reach you the most?



## Appendix 13 - Cross Table – Monthly gross income and the interest on a men concept

| CrossTab: What is your average monthly gross income? * Could you go to this kind of concept in Luxembourg? |                                 |                                                                 |  | Could you go to this kind of concept in Luxembourg? |        |        | Total  |
|------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------------|--|-----------------------------------------------------|--------|--------|--------|
|                                                                                                            |                                 |                                                                 |  | No                                                  | Yes    | May be |        |
| What is your average monthly gross income ?                                                                | Less than 3000 euros            | Effectif                                                        |  | 5                                                   | 22     | 21     | 48     |
|                                                                                                            |                                 | What is your average monthly gross income ? ( Answer optional ) |  | 10,4%                                               | 45,8%  | 43,8%  | 100,0% |
|                                                                                                            | Between 3 000 and 5 000 euros   | Effectif                                                        |  | 4                                                   | 26     | 16     | 46     |
|                                                                                                            |                                 | What is your average monthly gross income ? ( Answer optional ) |  | 8,7%                                                | 56,5%  | 34,8%  | 100,0% |
|                                                                                                            | Between 5 000 and 7 500 euros   | Effectif                                                        |  | 0                                                   | 15     | 5      | 20     |
|                                                                                                            |                                 | What is your average monthly gross income ? ( Answer optional ) |  | 0,0%                                                | 75,0%  | 25,0%  | 100,0% |
|                                                                                                            | Between 7500 and 10 000 euros   | Effectif                                                        |  | 1                                                   | 11     | 7      | 19     |
|                                                                                                            |                                 | What is your average monthly gross income ? ( Answer optional ) |  | 5,3%                                                | 57,9%  | 36,8%  | 100,0% |
| Total                                                                                                      | Between 10 000 and 20 000 euros | Effectif                                                        |  | 1                                                   | 9      | 1      | 11     |
|                                                                                                            |                                 | What is your average monthly gross income ? ( Answer optional ) |  | 9,1%                                                | 81,8%  | 9,1%   | 100,0% |
|                                                                                                            | More than 20 000 euros          | Effectif                                                        |  | 0                                                   | 8      | 0      | 8      |
|                                                                                                            |                                 |                                                                 |  | 0,0%                                                | 100,0% | 0,0%   | 100,0% |
|                                                                                                            |                                 |                                                                 |  | 11                                                  | 91     | 50     | 152    |
|                                                                                                            |                                 |                                                                 |  | 7,2%                                                | 59,9%  | 32,9%  | 100,0% |

## Appendix 14 - Cross Table - Socio-professional category and the interest on a men concept

**CrossTab : What is your socio-professional category? Could you go to this kind of concept in Luxembourg?**

|                                           |                              |                                           | Could you go to this kind of concept in Luxembourg? |       |       | Total  |
|-------------------------------------------|------------------------------|-------------------------------------------|-----------------------------------------------------|-------|-------|--------|
|                                           |                              |                                           | No                                                  | Yes   | Maybe |        |
| What is your socio-professional category? | Employee (Middle Management) | Effectif                                  | 5                                                   | 26    | 22    | 53     |
|                                           |                              | What is your socio-professional category? | 9,4%                                                | 49,1% | 41,5% | 100,0% |
|                                           | Employee (High management)   | Effectif                                  | 1                                                   | 23    | 10    | 34     |
|                                           |                              | What is your socio-professional category? | 2,9%                                                | 67,6% | 29,4% | 100,0% |
|                                           | Student                      | Effectif                                  | 0                                                   | 5     | 3     | 8      |
|                                           |                              | What is your socio-professional category? | 0,0%                                                | 62,5% | 37,5% | 100,0% |
|                                           | Inactif                      | Effectif                                  | 1                                                   | 1     | 0     | 2      |
|                                           |                              | What is your socio-professional category? | 50,0%                                               | 50,0% | 0,0%  | 100,0% |
|                                           | Independent                  | Effectif                                  | 1                                                   | 26    | 7     | 34     |
|                                           |                              | What is your socio-professional category? | 2,9%                                                | 76,5% | 20,6% | 100,0% |
|                                           | Workman                      | Effectif                                  | 1                                                   | 5     | 7     | 13     |
|                                           |                              | What is your socio-professional category? | 7,7%                                                | 38,5% | 53,8% | 100,0% |
|                                           | Retired person               | Effectif                                  | 2                                                   | 5     | 1     | 8      |
|                                           |                              | What is your socio-professional category? | 25,0%                                               | 62,5% | 12,5% | 100,0% |
|                                           | Total                        | Effectif                                  | 11                                                  | 91    | 50    | 152    |
|                                           |                              | What is your socio-professional category? | 7,2%                                                | 59,9% | 32,9% | 100,0% |

### Tests du khi-deux

|                          | Valeur              | ddl | Signification asymptotique (bilatérale) |
|--------------------------|---------------------|-----|-----------------------------------------|
| khi-deux de Pearson      | 21,544 <sup>a</sup> | 12  | ,043                                    |
| Rapport de vraisemblance | 19,247              | 12  | ,083                                    |
| N d'observations valides | 152                 |     |                                         |

a. 14 cellules (66,7%) ont un effectif théorique inférieur à 5. L'effectif théorique minimum est de ,14.

### Appendix 15 - Cross Table - Monthly gross income and type of store

| CrossTab : What is your monthly gross income?"Do you prefer a centralization of the services in a store or go to various store specialized in one respective domain? |                                    |                                    |                                                                                                                        |             |                      |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------|----------------------|--------|
|                                                                                                                                                                      |                                    |                                    | Do you prefer a centralization of the services in a store or go to various store specialized in one respective domain? |             |                      |        |
|                                                                                                                                                                      |                                    |                                    | Centralisatio<br>n of<br>services/pro<br>ducts                                                                         | Indifferent | Specialized<br>store | Total  |
| What is your monthly gross income?                                                                                                                                   | Less than 3000 euros               | Effectif                           | 23                                                                                                                     | 12          | 13                   | 48     |
|                                                                                                                                                                      |                                    | What is your monthly gross income? | 47,9%                                                                                                                  | 25,0%       | 27,1%                | 100,0% |
|                                                                                                                                                                      | Between 3 000 and 5 000 euros      | Effectif                           | 27                                                                                                                     | 11          | 8                    | 46     |
|                                                                                                                                                                      |                                    | What is your monthly gross income? | 58,7%                                                                                                                  | 23,9%       | 17,4%                | 100,0% |
|                                                                                                                                                                      | Between 5 000 and 7 500 euros      | Effectif                           | 10                                                                                                                     | 5           | 5                    | 20     |
|                                                                                                                                                                      |                                    | What is your monthly gross income? | 50,0%                                                                                                                  | 25,0%       | 25,0%                | 100,0% |
|                                                                                                                                                                      | Between 7500 and 10 000 euros      | Effectif                           | 12                                                                                                                     | 3           | 4                    | 19     |
|                                                                                                                                                                      |                                    | What is your monthly gross income? | 63,2%                                                                                                                  | 15,8%       | 21,1%                | 100,0% |
|                                                                                                                                                                      | Between 10 000 and 20 000 euros    | Effectif                           | 7                                                                                                                      | 1           | 3                    | 11     |
|                                                                                                                                                                      |                                    | What is your monthly gross income? | 63,6%                                                                                                                  | 9,1%        | 27,3%                | 100,0% |
|                                                                                                                                                                      | More than 20 000 euros             | Effectif                           | 6                                                                                                                      | 1           | 1                    | 8      |
|                                                                                                                                                                      |                                    | What is your monthly gross income? | 75,0%                                                                                                                  | 12,5%       | 12,5%                | 100,0% |
| Total                                                                                                                                                                | Effectif                           | 85                                 | 33                                                                                                                     | 34          | 152                  |        |
|                                                                                                                                                                      | What is your monthly gross income? | 55,9%                              | 21,7%                                                                                                                  | 22,4%       | 100,0%               |        |

### Appendix 16 - Cross Table - Socio-professional category and type of store

| Cross Tab : What is your socio-professional category? Do you prefer a centralization of the services in a store or go to various store specialized in one respective domain? |                                           |                                                                                                                        |             |                      |        |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------|----------------------|--------|--|
|                                                                                                                                                                              |                                           | Do you prefer a centralization of the services in a store or go to various store specialized in one respective domain? |             |                      |        |  |
|                                                                                                                                                                              |                                           | Centralisatio<br>n of<br>services/pro<br>ducts                                                                         | Indifferent | Specialized<br>store | Total  |  |
| Employee (Middle Management)                                                                                                                                                 | Effectif                                  | 31                                                                                                                     | 13          | 9                    | 53     |  |
|                                                                                                                                                                              | What is your socio-professional category? | 58,5%                                                                                                                  | 24,5%       | 17,0%                | 100,0% |  |
| Employee (High Management)                                                                                                                                                   | Effectif                                  | 15                                                                                                                     | 7           | 12                   | 34     |  |
|                                                                                                                                                                              | What is your socio-professional category? | 44,1%                                                                                                                  | 20,6%       | 35,3%                | 100,0% |  |
| Student                                                                                                                                                                      | Effectif                                  | 3                                                                                                                      | 2           | 3                    | 8      |  |
|                                                                                                                                                                              | What is your socio-professional category? | 37,5%                                                                                                                  | 25,0%       | 37,5%                | 100,0% |  |
| Inactive                                                                                                                                                                     | Effectif                                  | 2                                                                                                                      | 0           | 0                    | 2      |  |
|                                                                                                                                                                              | What is your socio-professional category? | 100,0%                                                                                                                 | 0,0%        | 0,0%                 | 100,0% |  |
| Independent                                                                                                                                                                  | Effectif                                  | 22                                                                                                                     | 8           | 4                    | 34     |  |
|                                                                                                                                                                              | What is your socio-professional category? | 64,7%                                                                                                                  | 23,5%       | 11,8%                | 100,0% |  |
| Workman                                                                                                                                                                      | Effectif                                  | 7                                                                                                                      | 3           | 3                    | 13     |  |
|                                                                                                                                                                              | What is your socio-professional category? | 53,8%                                                                                                                  | 23,1%       | 23,1%                | 100,0% |  |
| Retired person                                                                                                                                                               | Effectif                                  | 5                                                                                                                      | 0           | 3                    | 8      |  |
|                                                                                                                                                                              | What is your socio-professional category? | 62,5%                                                                                                                  | 0,0%        | 37,5%                | 100,0% |  |
| Total                                                                                                                                                                        | Effectif                                  | 85                                                                                                                     | 33          | 34                   | 152    |  |
|                                                                                                                                                                              | What is your socio-professional category? | 55,9%                                                                                                                  | 21,7%       | 22,4%                | 100,0% |  |

## Appendix 17 - Cross Table - Social-professional category and monthly gross income

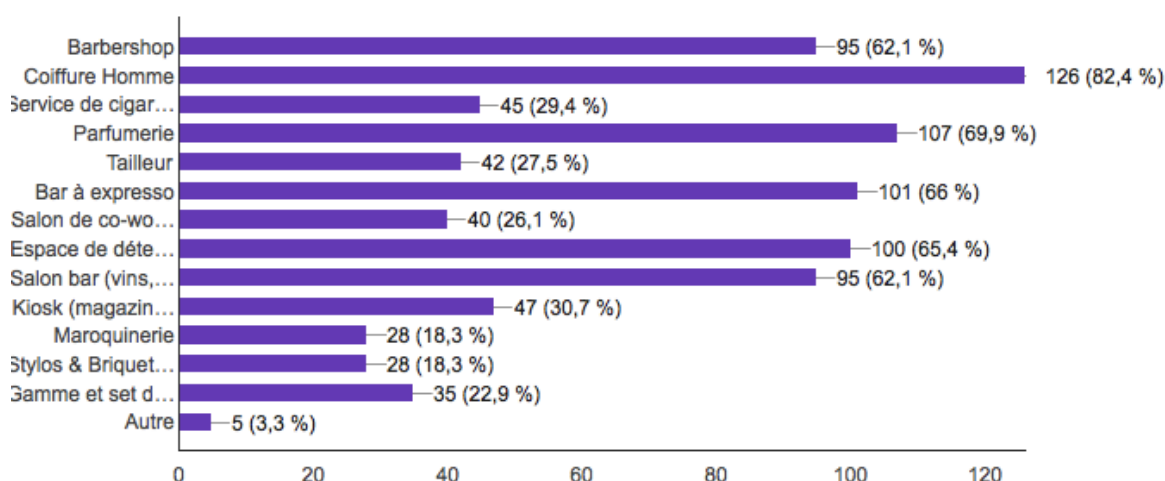
| CrossTab : What is your socio-professional category? * What is your monthly gross income? |                             |                                           | What is your monthly gross income? |                               |                               |                                |                                 |                        | Total  |
|-------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------|------------------------------------|-------------------------------|-------------------------------|--------------------------------|---------------------------------|------------------------|--------|
|                                                                                           |                             |                                           | Less than 3 000 euros              | Between 3 000 and 5 000 euros | Between 5 000 and 7 500 euros | Between 7 500 and 10 000 euros | Between 10 000 and 20 000 euros | More than 20 000 euros |        |
| What is your socio-professional category?                                                 | Employe (Middle Management) | Effectif                                  | 19                                 | 30                            | 3                             | 0                              | 1                               | 0                      | 53     |
|                                                                                           |                             | What is your socio-professional category? | 35,8%                              | 56,6%                         | 5,7%                          | 0,0%                           | 1,9%                            | 0,0%                   | 100,0% |
|                                                                                           | Employe (High Management)   | Effectif                                  | 1                                  | 5                             | 10                            | 12                             | 4                               | 2                      | 34     |
|                                                                                           |                             | What is your socio-professional category? | 2,9%                               | 14,7%                         | 29,4%                         | 35,3%                          | 11,8%                           | 5,9%                   | 100,0% |
|                                                                                           | Student                     | Effectif                                  | 8                                  | 0                             | 0                             | 0                              | 0                               | 0                      | 8      |
|                                                                                           |                             | What is your socio-professional category? | 100,0%                             | 0,0%                          | 0,0%                          | 0,0%                           | 0,0%                            | 0,0%                   | 100,0% |
|                                                                                           | Inactif                     | Effectif                                  | 2                                  | 0                             | 0                             | 0                              | 0                               | 0                      | 2      |
|                                                                                           |                             | What is your socio-professional category? | 100,0%                             | 0,0%                          | 0,0%                          | 0,0%                           | 0,0%                            | 0,0%                   | 100,0% |
|                                                                                           | Independent                 | Effectif                                  | 1                                  | 10                            | 6                             | 6                              | 5                               | 6                      | 34     |
|                                                                                           |                             | What is your socio-professional category? | 2,9%                               | 29,4%                         | 17,6%                         | 17,6%                          | 14,7%                           | 17,6%                  | 100,0% |
|                                                                                           | Workman                     | Effectif                                  | 13                                 | 0                             | 0                             | 0                              | 0                               | 0                      | 13     |
|                                                                                           |                             | What is your socio-professional category? | 100,0%                             | 0,0%                          | 0,0%                          | 0,0%                           | 0,0%                            | 0,0%                   | 100,0% |
|                                                                                           | Retired person              | Effectif                                  | 4                                  | 1                             | 1                             | 1                              | 1                               | 0                      | 8      |
|                                                                                           |                             | What is your socio-professional category? | 50,0%                              | 12,5%                         | 12,5%                         | 12,5%                          | 12,5%                           | 0,0%                   | 100,0% |
| Total                                                                                     |                             | Effectif                                  | 48                                 | 46                            | 20                            | 19                             | 11                              | 8                      | 152    |
|                                                                                           |                             | What is your socio-professional category? | 31,6%                              | 30,3%                         | 13,2%                         | 12,5%                          | 7,2%                            | 5,3%                   | 100,0% |

### Tests du khi-deux

|                          | Valeur               | ddl | Signification asymptotique (bilatérale) |
|--------------------------|----------------------|-----|-----------------------------------------|
| khi-deux de Pearson      | 134,593 <sup>a</sup> | 30  | ,000                                    |
| Rapport de vraisemblance | 147,878              | 30  | ,000                                    |
| N d'observations valides | 152                  |     |                                         |

a. 34 cellules (81,0%) ont un effectif théorique inférieur à 5.  
L'effectif théorique minimum est de ,11.

### Appendix 18 - What are the goods/services that you would like to have in the concept?



### Appendix 19 - Interview information

| NAME:        | LAST NAME: | PHONE:           | COMPANY:      | FONCTION:                                 | INTERVIEW METHOD: |
|--------------|------------|------------------|---------------|-------------------------------------------|-------------------|
| Sebastian    | Fiorea     | +33 684 524 987  | PARIS 8       | Specialist in sales and Luxury service    | In person         |
| Fabrice      | Cellini    | +352 621 340 743 | Smets         | Store manager and specialist in man sales | In person         |
| Windeshausen | Lionel     | +352 27 44 95 91 | Windeshausen  | Owner                                     | In person         |
| Nunes        | Toni       | +352 621 190 291 | T-Hair        | Owner                                     | In person         |
| Rottveel     | Jack       | +351 621 360 000 | Assetto Corsa | Owner                                     | By phone          |

### Appendix 20 - Interview with Mr Sebastian Fiorea from “Paris 8”

Est-ce que vous pensez que les besoins de l'homme ont évolué ces dernières décennies ? Si oui, comment ?

*Oui, fin l'homme à beaucoup...fin ses besoins ont beaucoup changer ses dernières années. Plus particulièrement dans le luxe, on le voit quand même. Si je rapporte cela à mon métier, il y a la cosmétique. Au niveau de la cosmétique l'homme à beaucoup changer. Avant c'était simplement du rasage, aujourd'hui l'homme prend plus loin de lui-même avec des produits tels que les soins visages, des lotions pour le corps. Au niveau de l'esthétique aussi. Avant les homes ne fréquentaient pas les instituts alors qu'aujourd'hui l'homme les fréquente. Il y a des instituts dédiés qu'à l'homme, aux soins de l'homme et au bien-être de l'homme.*

Aussi au niveau des besoins des produits ?

*Oui, oui au niveau des gammes cosmétiques homes, il y a dix-quinze ans...cela fait déjà quatorze ans que je suis dans le métier...c'était des toutes petites gammes. Il y avait: un gel*

*de rasage, un après ou deux après rasage, c'est tout. Aujourd'hui on a des contours des yeux, on a des soins visages et des soins plus spécifique corps. Au niveau des textures, les textures ont changes.*

Vous trouvez que eux aussi ont change? Ils sont devenus plus critiques? Ils comparent les marques les unes aux autres ?

*Oui, au début il y avait Biotherm, Lancôme, Clarins, aujourd'hui on est quand même sur des marques plus premiums. Par exemple, Sisley a sa marque, elle a une collection de soins, Shiseido a sa collection de soins, Armani a sa collection de soins. C'est qu'il y a quand même...*

De plus en plus de demande ?

*Une demande et une évolution du consommateur.*

Et les habitudes de consommations des hommes ont-elles changés ? Donc, je veux dire les fréquences ? Si, ils viennent de plus en plus ?

*Oui, évidemment il vient régulièrement. Pour voir s'il y a des nouveautés et voir qu'est ce qu'il y a de nouveau.*

Eux aussi sont attirés par la nouveauté ?

*Oui, eux aussi. Ils commencent à être aussi attiré par la nouveauté au niveau du soin et au niveau du parfum. Avant l'homme, il choisissait un simple « after shave ». Aujourd'hui, il achète son eau de toilette, son « after shave », son déodorant, son gel douche. Il est toujours à l'afflux de nouveauté, nouveau packaging, des packaging un peu plus innovants aussi. Ils font vraiment attention à cela.*

Selon, c'est quoi la dépense moyenne ? Ils font attention à leur dépense ?

*La au niveau du budget, on a deux consommateurs : Le consommateur, le fidèle, celui qui va toujours prendre la même chose et il a un budget de 50-60 euros. Et on a le shoppeur qui lui peut avoir des paniers un peu plus élevé 110-120 euros.*

Ce sont les hommes qui viennent eux mêmes où c'est plus les femmes qui achètent pour leurs hommes ?

*Alors, je dirai 50-50%. Avant, c'était souvent madame qui achetait pour elle et c'était monsieur qui utilisait où madame choisissait pour monsieur. Mais maintenant, monsieur vient choisir à la place de madame parce que madame choisit ce n'est pas toujours ce que monsieur souhaiterait. Donc, les hommes se déplacent et les hommes commencent à choisir. Et commence aussi à demander des conseils et à rechercher des produits bien spécifiques.*

Puisque c'est un monde un peu féminin, ils se sentent pas un peu...fin ce que je veux dire c'est : est-ce qu'ils veulent bien être servi par des femmes ou des hommes ? Vous sentez la différence ou non ?

*Sur ces dix années j'ai vraiment vu une évolution. Au début les messieurs ils étaient un peu...Oui, s'il fallait une crème, il fallait que cela aille vite. Aujourd'hui les hommes prennent quand même plus de temps que ce soit avec un conseiller ou une conseillère. Oui, il y a vraiment eu un changement à ce niveau là.*

Et si vous devriez choisir trois marques qu'ils préfèrent ?

*Alors, sans hésitation la première Biotherm, qui reste quand même le Leader du marché. Ils sont présents sur le marché du soin depuis plus de cinq ans. Clarins et Shiseido.*

J'aurais pas penser à ces marques là.

*Vous aurez imaginez quelles marques ?*

J'aurai imaginez, Armani.

*Je parle au niveau soins. Après, au niveau parfums ca reste quand même les piliers du marché. Hugo Boss, Dior, Chanel, voilà. Au niveau du soin, numéro un, ca reste Biotherm. C'est le leader depuis plus de vingt cinq ans.*

C'est le leader du marché, parce qu'il s'est tout de suite attaqué à ce segment ?

*Oui, même ce sont eux qui sont présents sur le marché du soin homme depuis le début...fin depuis la création du marché.*

Selon vous c'est quoi un service de luxe ? (Conseil, service après-vente,...)

*Un service de luxe...C'est déjà savoir recevoir son client, savoir écouter son client. Lui donner des conseils, les plus personnalisés possibles et savoir répondre à ses attentes. Evidemment augmenter son panier de dépense et le savoir fidélisé pour que le client revienne, c'est très important.*

Quels sont les avantages de ce service pour une marque ? Par exemple, cela donne une bonne image à la marque ou bien la fidélité augmente ?

*Alors, moi je prend l'exemple pour notre enseigne, Paris 8, donner ce service là au client, oui c'est bénéfique pour l'entreprise et pour le magasin. Bien sûr aussi, pour l'ensemble des marques, pour fidélisé une cliente. Aujourd'hui par exemple, sur le marché de la parfumerie, je regarde sur le Luxembourg, Paris 8, Paris XL, Planète Parfum et un petit peu Sephora. Qu'est ce qui nous distinguent d'un Paris XL, d'un Sephora ou d'un planète parfum ? C'est le service que l'on offre au client. Parce que, Luxembourg n'est pas très grand. Fin, Kirchberg ils avaient un Sephora et un Paris 8. Les produits sont les mêmes, les prix sont plus ou moins*

*identiques, les avantages clients aussi. Ce qui fait qu'un client vient chez vous c'est le service que vous lui apportez.*

Et vous pensez que le service pour homme ou pour femme se distingue ?

*Être un peu plus direct avec un homme quand même. Faut quand même prendre un peu plus de temps avec une femme. La femme veut toujours être réconforté dans son choix. Parfois, ce sont des informations beaucoup plus techniques... On peut faire des démonstrations avec des dames. Les hommes pas forcément.*

Pas pour l'instant, mais plus tard ?

*Pas pour le moment, peut-être dans le futur ou en tout cas pas sur le marché du Luxembourg en tout cas à l'heure actuelle. Peut-être plus à l'international, dans des grandes villes comme New York, Berlin sur Londres. Des choses comme celles là, j'ai déjà vu dans des stands ou on proposent carrément des massages, des mini soins. Au Luxembourg, peut-être pas encore tout de suite. Le marché est un peu plus timide ici.*

Oui, quand même. Donc, maintenant, je vais parler du concept. J'ai essayé de penser à un concept pour le Luxe. Et, je ne sais pas si vous savez mais à New York, il y a beaucoup concept comme le « Smets » par exemple, mais qui vont encore plus loin. Avec parfumerie, un barber shop où les hommes peuvent boire des cocktails en même temps ou un scotch. Ils peuvent même commander une voiture, qu'est ce que vous en pensez ?

*Oui, ces concepts store la sont intéressants puisque le client se met assis et puis peut tout faire en même temps. Il y a ses achats cosmétiques, il peut consulter un tailleur, il peut acheter une voiture tout en prenant, comme vous le disiez, un bon scotch et un cigare aussi. Il y a beaucoup de cigare club ici. Oui, c'est concepts la sont intéressants mais je pense que c'est concepts la sont pour une clientèle un peu plus « estate »...plus exigeante et plus cosmopolites. On a Smets à Luxembourg, mais le concept reste globalement timide. J'ai déjà vu des concepts comme ceux-là effectivement sur New York, sur Londres ou en Asie. Ils sont incroyables. Même les services dans les aéroports, à Munich par exemple. L'aéroport de Munich n'est pas non plus un des plus grands d'Europe mais, vous avez des services barber dans l'allée de l'aéroport.*

Ca chouette, je n'y suis jamais allée.

*Après, sur le Luxembourg, ce concept la, oui ce serait quelque chose d'innovateur. Mais est-ce que la clientèle suivrai ?*

Oui, c'est ça la question.

*La clientèle sur...fin au Luxembourg moi je compare à ce que j'ai vu ailleurs en Europe ou dans le reste du monde, la clientèle reste quand même relativement timide sur le Luxembourg.*

*Mais, cela reste une clientèle qui voyage beaucoup et qui est mobile en Europe et qui est très mobile sur des grandes villes aussi comme Berlin, Paris, Londres. Donc,...*

Ils iraient peut-être plutôt dans ces villes là ?

*Je pense que cette clientèle là, ...la clientèle Luxembourgeoise est susceptible d'être cliente sur ces gros pôles mondiaux. Est-ce qu'elle consommerait de cette manière là à Luxembourg, je ne sais pas. Mais, ce serait audacieux...*

Mais, ce serait situé où ? Dans un centre commercial ? Peut-être que ce serait plus susceptible...une zone retirée...

*En Mall, pourquoi pas...mais après les malls du Luxembourg quand on les comparent à des Malls comme par exemple à Berlin, qui a un des plus grand Mall d'Europe, c'est n'est pas trop la même page quand même. Je suis très dure dans mes propos mais ca reste quand même quelque chose de très classique, pas d'audace,...*

Même dans les volumes, oui, c'est sûr que...

*Dans les volumes, ailleurs dans le choix des magasins, dans le choix de l'expo, tout simplement de l'animation de la galerie. Voilà, cela reste quand même très timide et très classique. Je pense que la majorité de la clientèle est très classique. Après, oui, pourquoi pas au centre ville. Parce que, le centre ville, Phillip 2 ou la grande rue. C'est quand même quelque chose d'un peu plus luxueux, des belles enseignes, des maisons comme Chanel, Dior qui ouvre, Dolce, enfin...Ca pourrait coller quand même. Il y a quand même aussi beaucoup de passage de touristes. Ils y a quand même des touristes russes, chinois aussi...*

Vous, le sentez aussi les touristes russes et chinois ?

*Russes moins maintenant ces années-cis mais Chinois oui de plus en plus. Un concept luxe à la chinoise ce serait intéressant. Parce que je pense que cette clientèle est une clientèle fidèle. Et, la clientèle des Emirats Arabes aussi. Il y a de plus en plus de qataris. Après, ce sont deux modes de consommations différents. Mais, le pouvoir d'achat des chinois est quand même très élevé en Europe. Quand, un chinois voyage, ce sont des gens qui consomment, et consomment énormément de Luxe, la clientèle asiatique.*

Oui. Et, qu'est-ce que serait le meilleur moyen de communication vous pensez ? Pour un concept comme celui-là ? Par exemple, distribuer des flyers ?

Flyers, ce n'est pas très luxe. Après, la communication magazine comme le féminin. Tout ces magazines féminins gratuits...

Le bouche-à-oreille ?

Le bouche-à-oreille bien évidemment. La communication virale d'internet.

Les marques de luxes sont de plus en plus sur Internet.

*Oui, elles sont omniprésentes sur Internet. Il y a, les algorithmes de Facebook qui permettent de cibler facilement une clientèle. Après, c'est sur qu'est un budget communicationnel à avoir. Mais, la communication virale Internet, c'est une communication qui est puissante. Quelqu'un qui like sur Facebook, sait toucher des amis des amis des amis des amis. On peut toucher un très large panel.*

Merci, beaucoup vous avez répondu à tout.

*Bah de rien, avec plaisir.*

## **Appendix 21 - Interview with Mr Fabrice Cellini from "Smets"**

*Donc je vous laisse poser les questions et moi je répondrais à ce que vous me poseriez.*

Donc, je voulais vous posez quelques questions. Est-ce que vous pensez que les besoins de l'homme ont changé ces dernières décennies ?

*Je ne pense réellement pas, mis à part le fait que les hommes aujourd'hui font un peu plus attention à leur image. Mais, je ne pense pas. Après, on dira que selon ce qu'ils ont, c'est la mode qui change. Mais, les hommes ont simplement plus besoin de faire attention à eux et on voit que le marché évolue aussi vis-à-vis de cela. Maintenant, on a beaucoup plus de...on peut même parler au niveau cosmétique. On a beaucoup plus de crèmes qui sont prédestinée aux hommes. On a beaucoup plus de choses comme ça...donc...la mode est beaucoup plus large pour les hommes maintenant que ce qu'elle était dans le temps. Dans le temps, un homme était stéréotypé. On le voyait habillé, il avait ou le jeans 501 ou alors ainsi de suite. Aujourd'hui, on voit que c'est beaucoup plus large que cela. C'est...On se rapproche plus sur ce qui était la mode de la femme dans le temps ou on avait une gamme qui était beaucoup plus large. On dira sur la place qu'occupe un rayon homme sur une boutique. Dans le temps, un rayon homme dans un endroit multimarques comme le notre était beaucoup plus petit parce que l'on répondait beaucoup plus aux attentes des dames que des hommes. Au jour d'aujourd'hui on voit que l'homme prend de l'ampleur. On lui accorde un peu plus de surface et parce justement la mode est plus large et les hommes s'intéressent plus à acheter. On le voit même sur la nouvelle génération les hommes passent beaucoup plus de temps maintenant dans le magasin que dans le temps.*

C'est vrai...

*Dans l'ancienne génération, on le voit, ils sortaient peut-être deux fois l'année ou trois fois. Ils faisaient les achats pour l'année et ils y allaient plus. Alors que maintenant, on les voit*

*toutes les deux semaines, ils sortent, ils viennent se renseigner, ils voient et ainsi de suite. Donc, oui effectivement on dira que cela a évolué ces dernières décennies sans problème.*

Donc, vous que c'est plus l'homme qui s'est adapté à la mode que la mode s'est adapté à l'évolution des besoins des hommes ?

*Non, je pense que...oui c'est cela. Je pense que c'est l'offre et la demande. On voit que l'homme a évolué et qu'il veut prendre plus soin de lui et qu'effectivement donc du coup la mode s'est adaptée et lui as laissée un peu plus de place à ce niveau là. Et on voit bien, qu'il y a des marques mêmes des grandes, grandes marques avant ils ne s'intéressaient pas à faire une collection hommes, qui au jour d'aujourd'hui, on bien compris qu'il y avait un marché à prendre. Et qui aujourd'hui proposent également une collection homme, ce qui n'était pas le cas avant. Qui n'était pas le cas avant. Si on prend Christian Louboutin par exemple, qui existe depuis très longtemps au niveau des escarpins pour les dames à créer sa collection il y a seulement six ans pour les hommes.*

Ah c'est si jeune ?

*Voilà, et on voit qu'effectivement il y a une réelle explosion à ce niveau là. Et les hommes s'intéressent aussi de plus en plus à Christian Louboutin et d'autres choses. Alors qu'avant ce n'était pas le cas.*

Ha okay, c'est super intéressant. Et vous trouvez que leurs habitudes de consommations ont changé ? Finalement, oui...

*Oui, parce que ça en découle de tout ça forcément vu que maintenant ils sont un peu plus intéressés à tout cela. Donc, il y a un peu plus de débit. Un homme achète beaucoup plus qu'avant. Avant, on dira que l'homme faisait avec deux jeans...au jours d'aujourd'hui non, parce qu'il y a plusieurs styles différents donc, il veut être un peu plus « casual » le weekend et il veut être un peu plus « class » la semaine. Si, il veut sortir, il veut son jean sans trous pour le soir avec sa petite chemise. Si, il veut être un petit peu plus cool avec ses petites baskets, il va prendre un jeans un peu plus travaillé. Alors qu'avant pas du tout. Avant, on avait un jeans, il était normal, il était bleu on mettait une paire de baskets avec un t-shirt et ça allait. Et, si on voulait sortir on mettait juste la paire de chaussure de ville, si je peux m'exprimer ainsi, avec la petite chemise et on sortait quand même. Donc, voilà...mais c'est vrai que tout ça, ça en découle forcément vu que la mode évolue pour les hommes, forcément ils ont un peu plus de demande et ils ont un peu plus de choix. Donc, ils s'intéressent de plus en plus oui.*

Et, vous le remarquez entre les différentes générations ?

*Oui, on le remarque parce que on a encore des dames un peu plus âgées qui viennent, on dira chiner dans les magasins pour leurs hommes. En disant que : « oui, mais il est pas du tout magasin, il ne vient pas du tout », et alors que leurs enfants eux sont non-stop dans le magasin. Entrain de voir ce qu'il y a et maintenant ils connaissent même les collections avant qu'elles sortent. Donc, ils savent déjà que pour la saison d'après, il va y avoir ça, il va y avoir ça, alors que ce n'était pas du tout le cas avant.*

*Vous pensez que l'homme aime être plus discret lors de ses achats ?*

*C'est toujours pareil, j'ai envi de dire que oui et non. Et tout est la force de ce concept store, c'est qu'on nous un concept qui est ici, fin les Smets pardon. Et, ils ont aussi des boutiques en ville. Donc, en centre ville, malheureusement vous ne pouvez pas être si discret que cela, parce que quand vous traversez le centre ville, on le voit tout de suite que vous avec les sacs de tels magasins ou de tels magasins. Donc, c'est vrai qu'en terme de discrétion c'est un peu plus compliqué. Tandis que quand vous êtes dans un concept store comme le notre où vous avez justement le parking privé, voilà vous rentrez, vous faites vos achats, vous ressortez et voilà. Vous avez quand même su rester un peu plus discret que si vous deviez traverser le centre ville avec vos bagages et ainsi de suite. Donc, fin avec vos sacs...c'est vrai que vous avez de tout. La personne qui maintenant...les jeunes, justement comme toujours, un choc de génération. Vous avez les jeunes qui vont se prendre en selfie dans les magasins et qui vont aimer parce que ben voilà par ce qu'ils ont le dernier jeans, « ah, regardez si et ca ». Et, vous avez, la plus ancienne génération qui eux, un jeans « c'est un beau jeans, voilà très bien. Mais, je ne vais pas pour autant m'afficher, je ne vais pas ». Ben voilà, c'est un choc de génération. Tout cela est entrain de changer effectivement.*

*D'accord, et selon vous un homme est plus apte à conseiller le public homme ou ?*

*Alors, c'est ce qu'on a plus au moins aborder comme sujet tout à l'heure. Vous avez, c'est une lecture de clients, un jeu de rôle. Selon, la personne que vous allez avoir en face de vous, il y en a qui vont être plus apte à écouter une dame et d'autres vont être plus apte à écouter un homme. Parce que, effectivement si ils sont en couple et que la dame est plutôt jalouse, il va mieux falloir peut-être que ce soit un homme qui les sert plutôt qu'une dame. Surtout, si en plus elle est assez jolie et on dira avec un décolleté ou une jupe ou autre voilà. Alors que si, c'est un célibataire, il aura qu'une envie de savoir c'est que si son jeans il lui fait des belles fesses et si jamais c'est une charmante vendeuse qui va lui dire « écoutez, il vous va très bien, il vous fait de très jolie fesses ». Pour lui, c'est justement ce qu'il recherchait, parce que, peut-être en étant célibataire, il essayait d'avoir la tenue qu'il fallait pour sortir ce weekend par exemple. Et de savoir qu'une femme lui va dire que le jeans lui va très bien et que le jeans*

*lui fait des jolies fesses, c'est peut-être ce qu'il attendait du produit. Donc, clairement donc, peut-être qu'à ce moment là, ça va être plutôt une vendeuse qui va être plus amène de le servir et de lui apporter ce qu'il attend. Tout cela est différent, selon les personnes que l'on va avoir en face de soi, cela diffère.*

Donc, c'est vraiment une lecture, de savoir...

*C'est une lecture du moment. C'est une lecture du moment et je pense que c'est la force on dira de la vente et aussi bien dans le domaine du luxe. Parce que la force de la vente dans le domaine du luxe c'est de toucher des produits qui vont être très, très haut de gamme et savoir aussi parler un peu de ce produit. Mais, à côté de cela, c'est de savoir qui on a en face de soi et essayer de d'apporter le maximum. D'être à 100% pour répondre à l'attente du client. Ce qui va être, voilà peut-être plus une femme. Et pour nous, c'est essentiel. On est pas juste là pour vendre un produit, on est là pour vendre du rêve. On est là pour vendre une histoire, pour vendre une marque qui voilà...tel designer existe depuis tant d'années et ainsi de suite. Donc, c'est aussi ce que le client attend. C'est pas parce que, voilà, on achète un jeans 5000 euros que l'on est là juste pour prendre de l'argent. On est là aussi, pour pouvoir expliquer que si le client en a besoins, pourquoi cela vaut 1000 euros où c'est produit et voilà il y a toujours une petite histoire que l'on peut raconté autour de tout ça. Et après selon le client que l'on a en face de soi, c'est soit une dame qui pourra le faire ou un homme.*

Vendre du rêve ?

*On est là pour un produit mais vendre du rêve. Vendre une histoire avec également. On ne vend pas juste un produit.*

Et vous pensez, que le budget de l'homme a évolué ?

*Oui, complètement. Complètement parce que, comme on expliquait tout à l'heure, tout cela en découle au final toujours. Parce que bah avant un jeans, deux jeans suffisaient pour faire la panoplies de sa garde robe si je puis dire, un costume et autre. Là, aujourd'hui, on a la chaussure noire, on veut la ceinture noire qui va avec et on a acheté des chaussures bleues bah il faut avoir la ceinture bleue qui va avec. Et ainsi de suite, donc tout ça maintenant vu qu'il achète de plus en plus alors forcément son budget a également évolué. Comme nous on fait évoluer nos rayons suite à ça. Tout ça c'est tout un enchaînement de choses. Donc, oui effectivement, l'homme maintenant dépense plus et a besoin de plus de place au centre du magasin.*

Donc, les fréquences aussi ? Tout a finalement augmenté...

*Tout a finalement augmenté. Quand on prend par exemple mon rayon ici, on a fait augmenter la surface du rayon de 50%, parce que justement quand je suis arrivé ici il y a maintenant sept ans en arrière mon rayon faisait la moitié de la surface.*

*Il faisait juste le coin ?*

*Exact, aujourd'hui je l'ai fait doubler et tout en découle, les chiffres pareils ainsi de suite doubles et la fréquentation double. Tout double. C'est que l'on a réellement besoin et que l'homme est entrain de prendre une réelle place au sein de la mode.*

*Et vous trouvez que les marques, modes ont accompagné ce mouvement ?*

*Oui.*

*Et les trois marques préférez des hommes ?*

*Après, cela dépend du moment. J'ai envi de dire que ca dépend toujours des générations. Il y a des personnes qui ne vont pas évoluer. Il y a des marques qui font du volume mais qui ne sont pas forcément mis en avant. Par exemple, Monclaire, fait un énormément volume mais ce n'est pas forcément le produit qui va être prisé, on dira, dans tout ce qui est défilé ou autre. Au contraire, on ne les voit presque pas et on n'en entend presque pas parler. Et pourtant c'est quasiment une des seules marques qui fait du volume mais au contrario à cela, vous avez après des marques des quelles on parle beaucoup et au final qui ne fait pas autant de volume que cela. Kanye West qui est arrivé la en dernier, c'est derniers temps dans la mode. On parle que de lui, je n'ai jamais vu de choses pareilles.*

*Oui, c'est incroyable.*

*Il y a même des gens qui ont dormi une semaine devant notre magasin pour avoir une paire de baskets.*

*Ici, au Luxembourg ?*

*Une semaine, ils se sont posés devant la porte pendant une semaine sur une chaise pour pouvoir acheter la paire de baskets une semaine après. Choses qui n'était jamais arriver avec une autre marque. Et voilà, c'est la nouvelle génération. Donc, oui effectivement tout ca change et tout en découle en effet derrière.*

*Si vous devriez définir un service de luxe vous diriez quoi ?*

*Bah, un service de luxe c'est venir justement à ce que l'on disait avant. C'est vendre une histoire. Vendre une histoire, parce que on a besoin de déjà répondre aux attentes donc, il faut surtout bien écouter ce que le client a besoin et non pas vendre simplement ce que l'on vend. C'est écouter ce qu'il a réellement besoin, pour moi un service de luxe c'est cela. Si, le client veut quelque chose de bien précis et après c'est de pourquoi répondre à ses attentes. Surtout, ne pas vendre quelque chose qu'il n'attend pas. En fait, il a besoin d'avoir un service*

*de luxe. Donc, le service de luxe c'est tout ce qui va autour : c'est de pouvoir l'accueillir chez nous, reconnaître son nom si on l'a déjà eu en tant que client, très important. C'est l'accueillir en disant : « Bonjour Monsieur, j'espère que les achats de la dernière fois se sont bien passés et que vous aviez été content de vos derniers achats ». Ne serait-ce que d'avoir déjà cette petite reconnaissance déjà, c'est déjà une très, très bonne accroche. Après voilà, on se doit d'au moins lui proposer de l'eau si jamais il fait chaud à l'extérieur ou si c'est l'heure du café pourquoi pas faire un petit café à notre client. Après se poser tout simplement et discuter. Si effectivement, sur ce coup la on ne peut pas répondre à ses attentes du client, ce n'est pas très grave on va le faire une prochaine fois. Mais, simplement ne pas essayer de vendre quelque chose que le client n'attend pas pour qu'il soit déçu. Il faut qu'il rentre...j'ai toujours dis à mes clients « je préfères que vous soyez déçus de ne pas l'avoir acheté plutôt que d'être déçu de l'avoir acheter ». Parce que ne pas l'avoir acheter cela veut dire ce n'est pas de notre faute, on a fait ce qu'il fallait mais c'est le client qui a décidé de ne pas l'acheter. Par contre, s'il est déçu de l'avoir acheter, cela veut dire que l'on a pas fait notre travail à 100%, comme on le devait. Et effectivement, la pour le coup on n'est plus dans un service luxe. Le service luxe c'est laissé, on dit tout le temps que le client est roi, on se rapproche de cela. Il faut lui laisser le choix, d'avoir fait l'erreur. Si, c'est lui qui a fait l'erreur, c'est lui qui fait l'erreur et nous on a été luxe du début jusqu'à la fin. On a proposé un service, que l'on dira...on n'était pas obligé de proposer un café et de nous mettre dans les meilleures conditions. De faire en sorte qu'il ai passé u très bon moment. La base c'est cela, passer un très, très bon moment.*

Enfin, c'est une philosophie.

*Tout à fait, tout à fait. Je pense que beaucoup de gens aujourd'hui ne comprennent pas le métier de vendeur et le monde du luxe. Alors qu'aujourd'hui on a besoin de cela, de proposer tout un monde. On ne propose pas juste un produit, on propose un monde et une philosophie comme vous dites.*

Quels sont les avantages finalement d'un tel service ? Il y en a pour les consommateurs, oui mais, pour les marques ?

*De garder sa notoriété, parce que justement les grandes marques comme celle-ci veulent rester un monde de luxe et ne veulent pas que l'on les associe à...on dira des marques un peu plus moyenne gamme ou alors plus bas de gamme. Et c'est ce qui fait que l'on reste toujours dans le monde du luxe parce qu'on a envi de vendre avec toute une histoire et tout ça. Donc, le fait de proposer un service luxe du début à la fin. Tout ça, ça garde une image, même les marques sont contentes parce que on parle des éloges sur leurs marques. C'est*

*toute une image de luxe, c'est toute une image, de la parole que l'on véhicule jusqu'à leurs produits, la qualité de leur produits, le service après vente et autres. Tout cela c'est cela fait que du bien à leur image. Et les marques peuvent en être que content. D'ailleurs, elles vont des études avant de pouvoir venir dans nos magasins. Elles se demandent si jamais effectivement, elles sont bien placées. Avec qu'elles types de marques nos travaillons, est-ce que c'est en adéquation plus ou moins avec le monde de luxe que eux voient. Voilà, c'est tout cela. On ne prend pas juste une marque en disant...on prend une marque et la marque acceptera de venir chez moi. Non, ce n'est pas juste cela. Ils voient même le magasin.*

Où, il est situé, les visites,...

*Oui, exactement. C'est tout à fait cela. Est-ce que cela répond à ce que notre marque veut montrer ? Est-ce que le magasin y ressemble ? Est-ce que c'est cela que l'on veut montrer ? Est-ce qu'on veut que le marque soit diffusée dans un magasin comme celui-ci oui ou non ? C'est un tout.*

La dernière question sur les services. Je vais vous demandez si vous trouvez, que les services pour homme change de celui du service pour femme ?

*Euhm, peut-être de moins en moins. La femme à plus besoin souvent que l'on s'occupe d'elle. Peut-être un homme des fois aime bien que l'on le laisse un peu flâner au départ. Pour qu'il puisse un peu voir de lui même et après lui apporter un service. Peut-être que la femme a tout de suite besoin que l'on s'occupe d'elle. Donc, oui un peu comme si elle venait dans sa garde robe et qu'elle avait un major d'homme qui lui apportait tout. Ainsi de suite, peut-être que la dame est plus luxe encore que l'homme au final. Elle a besoin d'un réel service, encore plus que l'homme malgré qu'il y ai des hommes qui aiment le même service. Mais j'ai envi de dire que dans la moyenne l'homme en générale aime bien flâner un peu et après simplement venir et lui apporter un service, un service supplémentaire.*

Par rapport, à votre concept, Smets il est vraiment innovant ici au Luxembourg. Il y a je pense aucun autre type de magasin qui fait la même chose, qui regroupe tant déco, parfumerie, bougies, accessoires pour homme.

*Oui, non je ne pense pas. Je pense qu'effectivement, la famille Smets a été précurseur à ce niveau là. Malgré, qu'il y ai encore des personnes qui ne nous connaissent pas, ce qui est rare. Mais, il ne faut pas oublier que ce concept il existe déjà depuis quinze ans maintenant au Luxembourg. C'est vrai que, oui on est à Luxembourg.*

Avant-gardistes ?

*Avant-gardistes, oui. On voyait ce genre de concept plutôt dans les capitales. Type Paris ou autres, mais oui c'est vrai que l'on peut grâce à un concept comme le notre on peut vraiment*

*passer un très, très bon moment. Et justement, le fait d'être excentré de la ville, quand on vient chez nous on vient pour passer déjà un moment. Ne pas rester seulement vingt minutes mais on peut flâner pendant deux heures ou trois heures. On peut...*

*C'est une expérience.*

*C'est une vraie expérience. On découvre quelque chose et on a pas mal de nos concurrents qui viennent dans nos magasins voir ne serait-ce que le type de produits que l'on met à vendre parce que cela peut leur donner des idées pour leur propre magasin ou autre. Puis on peut flâner une heure le matin, aller déjeuner à midi au two6two, qui est un restaurant guide Michelin, et voilà on peut passer un réel bon moment puis après redescendre et on leur offre un café quand ils arrivent dans le rayon parce qu'ils sortent de déjeuner. Ils veulent voir un jean et encore boire un café avec nous. Donc, c'est une vraie expérience.*

*Et même dans la disposition des marques, vous changez ?*

*Continuellement, parce que l'on a besoin justement. Un article peu avoir une dynamique différente à certains endroits. Parce que justement, il y a un rayon dans le quel on sait justement qu'il y a plus de passage à droite de ce rayon qu'à gauche. Donc, forcément si on va laisser cet article tout une saison à gauche on verra que statistiquement cet vêtement n'aura pas autant d'impact ou de vente que si jamais on l'avait mis à droite. Donc, forcément on est obligé de faire un turn over, de ce que l'on appelle nous des marques, des angles un peu plus mort, des ongles un peu plus de passages. Cela nous permet de mettre des articles en avant et quand bien même c'est encore plus stratégique que cela, c'est que le client à besoin de nous pour s'y retrouver. Parce qu'à force si on laisse les articles toujours au même endroit, le client n'a plus besoin du vendeur pour retrouver ses articles. Alors que si jamais il y a un perpétuel turn over le client deux semaines après va revenir et il avait peut-être vu un article mais il ne sait plus où il est. Donc, il a besoin de nous. On venant lui donner ce service cela nous permet en même temps d'avoir une accroche et de pouvoir aller un peu plus loin dans l'explication. Alors que si jamais il pouvait faire tout, tout seul. Limite on snoberait le job de vendeur, on est là pour les aider aussi. Pour nous, cela nous permet d'avoir une accroche.*

*Parce que le concept, je suis revenue de New York, il y a peu de temps, avec des barber shop dans les centres commerciaux. Comme vous dites aussi, les cocktails, le scotch, peut-être le cigare, vous pensez que ce sera un truc pour l'homme qui va évoluer plus vite peut-être ?*

*Oui, parce que les demandent affluent toujours. Maintenant, il y a toujours pas mal de choses, il y en a qui vont intégrer des bar à eau dans un shop, on a besoin de tout le temps des nouveautés, on a besoin d'être avant-gardistes sans l'être trop. Parce que souvent le fait*

*d'être trop avant-gardiste, le concept ne fonctionnera pas. Si on est trop en avance sur le temps alors que l'on peut se dire : « voilà on a fait un bide, cela ne fonctionne pas on peut arrêter alors que peut-être deux ans après ». C'est là que ce serait en pleine expansion. Nous on l'aura fait mais les gens ne l'auront pas compris parce que c'était trop avant-gardiste.*

*La culture, surtout ici au Luxembourg finalement ?*

*Oui, le Luxembourg est un peu particulier. Le Luxembourg était très replié sur lui-même mais la culture évolue c'est dernières années pourquoi ? Parce que ne serait-ce que les jeunes quand ils vont à l'école. Il n'y a pas de grandes universités au Luxembourg. Ceux qui veulent apporter maintenant vraiment de grandes études à leurs enfants après le Lycée, ce doivent presque de les envoyer soit à Paris soit à Londres, soit aux Etats-Unis. Et ce sont ces jeunes là, quand ils rentrent ils ont et apportent avec eux une culture en mode, qu'ils ont appris ailleurs. Donc, nous on dit souvent, tien qu'est-ce que sont ces marques ? Alors qu'il y a certains jeunes qui sont en études à Paris toute la semaine, et qui disent « mais c'est dingue, il y a cela au Luxembourg ? mais jamais on aurait pu pensé quoi. Comment vous faites ? ». Eux vont comprendre, par contre ceux qui ne sont pas parti du Luxembourg, ne le comprendront pas parce que le Luxembourg, il y a encore pas mal de femmes qui restent accrochées à Burberry par exemple. Alors que, Burberry, je ne dis pas hein...le produit est très bien mais par contre au niveau de la mode et ainsi de suite.*

*Ils n'ont pas assez évolué ?*

*Non, il n'a pas évolué et c'est plus sur le devant de la scène. Ça fait toujours un bon produit, il y a toujours de choses qui sont bien par contre, ce n'est plus sur le devant de la scène. Sur le devant de la scène maintenant, il y a beaucoup le online qui va....maintenant les gens ont tous une connexion internet, il y a des réseaux sociaux, il y en a pas mal de choses comme ça et c'est cela. Les jeunes d'aujourd'hui arrivent avec leur téléphone et disent « voilà, j'ai vu ça... ».*

*Ils cherchent l'exclusivité ?*

*Oui, complètement.*

*Et vous trouvez donc que cela change d'un endroit à l'autre peut-être qu'en ville le public il aurait été différent ?*

*Oui, c'est cela. Le fait d'être en ville et nous excentré cela apporte des demandes différentes et une clientèle des fois différentes, même si des fois c'est la même. Ce sont des clients qui peuvent aussi bien aller en ville que chez nous donc. Mais, c'est vrai que c'est totalement différent et cela apporte plein de choses différentes. Cela apporte le fait que quand il pleut, en ville c'est désert. Alors que nous, nous sommes un concept. Donc, forcément vous venez y*

*passer trois heures. Alors au lieu d'aller en ville et se faire mouiller vous pouvez aller chez nous. C'est nous il fait sec, on peut y passer deux trois heures bien et ainsi de suite. A l'inverse quand il va faire très beau et vu qu'il y a peu de moment ou il fait beau à Luxembourg, quand il commence à faire beau réellement on a envi de profiter des terrasses et du centre ville et de l'air. Donc, forcément, nous on est peut-être à ce moment là on a un peu moins de monde et un peu moins d'affluence. Mais, la ville cartonne. C'est pour cela que c'est bien d'avoir un point de vente comme notre concept et d'avoir aussi là-bas.*

Et donc, au niveau de la communication, ce serait plus du bouche à oreille finalement ?

*Oui, exacte. Mais, parce que l'on est à Luxembourg et que c'est petit. Mais après dès que vous vous retrouvez dans quelque chose de grand, une grande capitale ou autre. Là, le bouche-à-oreille fonctionne toujours bien mais on ne peut pas se reposer uniquement sur le bouche-à-oreille. Après, il faut un vrai service de marketing, j'ai l'impression que dans ces grandes capitales là, il y a besoin d'être présent dans pleins de niveau au niveau marketing. Maintenant, au jour d'aujourd'hui c'est les réseaux sociaux. C'est ce qu'il y a de mieux.*

Vous le sentez aussi ?

*Oui, complètement. Oui, on est reconnu maintenant grâce à Isnobdaty et autres qui vont être Facebook, Instagram, et tout cela. On a besoin d'être présent là, parce que la nouvelle génération est callée et ce sera les nouveaux clients de demain. Au jours d'aujourd'hui on a les clients qui sont là, ceux il faut en prendre compte mais il faut aussi voir plus loin et voir le future. Voir, de quelle manière on doit déjà communiquer pour toucher la prochaine clientèle. Et, la prochaine clientèle c'est Internet.*

Je vous poses peut-être la dernière question, vous verrai comment le luxe dans dix ans ?

*J'ai l'impression que le luxe dans dix ans ce sera presque plus online qu'en boutique. La tendance est entrain de s'inverser. Il y aura de plus en plus de personnes qui achètent des articles très cher online. Ce qui n'était pas le cas il y a des années. Même, un petit t-shirt à 100 euros on était réticent de l'acheter online. Au jour d'aujourd'hui on voit que l'on traite des commandes avec des vestes à 3000 euros que l'on vend sur Internet. Donc, je ne sais pas exactement, ce serait prétentieux de ma part de dire voilà : « je pense que dans dix ans le luxe sera comme cela, comme cela ». Il y aura peut-être plus de personnal shopper. Chaque boutique aura peut-être un service plus personnalisé pour chaque client. Et, peut-être que les client auront accès à notre collection par exemple online, feront une présélection eux-mêmes et demanderont aux vendeurs de venir chez eux pour faire un service vraiment encore plus pointu et d'aller au plus près du client. C'est-à-dire dans son domicile. Peut-être que cela*

*serait le luxe. L'avenir nous le dira. Mais, c'est vrai qu'il ne faut pas perdre de vue qu'Internet et tout cela est l'avenir.*

Il faut s'adapter.

*Oui, malheureusement. Fin, malheureusement, pour ceux qui aiment encore touché le produit et avoir ce contact client. Malheureusement, j'ai l'impression que l'on est entrain de tirer vers cela maintenant.*

D'accord. Merci beaucoup.

*Je vous en pris c'est normal.*

## **Appendix 22 - Interview with Mr Lionel Windeshausen from "Windeshausen"**

Est-ce que les besoins de l'homme ont évolué ces dernières décennies ?

*Écoutez, je ne suis qu'à la troisième décennie. Je pense que l'homme fait beaucoup plus attention à lui. Donc, tout a évolué, que ce soit au niveau de la mode, produits esthétiques, coiffeur, etc. Tout cela a fortement évolué.*

Pourquoi selon vous est-il important pour les hommes de prendre soin de leur apparence ?

*Pourquoi, les femmes le font et pas les hommes ? C'est quelque chose qui...on aime toujours être propre sur soi et faire attention à son apparence et à son look. C'est ce qui peut embellir un homme ou une femme. On n'utilise pas le maquillage, on reste naturel, normalement.*

Peut-être dans quelques années ?

*Oui.*

Vous pensez que c'est plus facile de servir un homme, si on est du même sexe ou du sexe contraire ?

*Cela va dépendre du créneau, j'ai envi de dire. Moi, dans le bijou j'ai plus facile a vendre une montre à un homme et un bijou à une femme parce que la femme je vais la conseillée comme si j'étais le mari qui va acheter le bijou. Un homme, je vais le conseillé avec le côté technique d'une montre. Vendre un bijou à un homme c'est très difficile. Mais par contre, vendre le bijou à une femme, le fait aussi que la femme va s'adresser peut-être au patron peut-être et cela va changer peut-être un petit peu la donne, l'expérience et le conseil. Un bijou on va le conseiller en fonction de la morphologie et en fonction de la longueur des doigts, le lobe de l'oreille, le cou et etc. Je pense qu'il n'y a pas vraiment de grandes différences que ce soit un homme ou une femme. Non.*

Est-ce que vous pensez que les hommes aiment être plus discret lorsqu'ils font leurs achats ? ou cela ne change pas grand chose ?

*Euh...je pense qu'un homme achète moins souvent mais plus d'une fois. Il va faire ses achats déjà regrouper. Il va acheter costume, chemise, pantalon, en une fois. Sera-t-il plus discret ? Non, je ne dirais pas qu'il soit plus discret. Je pense que celui qui à envi d'être discret, il est discret et celui qui a envi de montrer qu'il a acheté...*

Donc, selon vous c'est tout est question de génération ?

*Oui.*

Selon vous, quelles seraient les trois marques préférez de l'homme ?

*Alors, je dirais : Rolex, Vuitton, et Hugo Boss.*

Au niveau du service, vous pensez que c'est quoi un service du luxe ?

*Euhm, le service du luxe. L'écoute du client d'abord, et puis après faire le mieux possible pour que le client soit content et revienne. Impossible, ce n'est pas...ce n'est pas impossible de tout faire. Donc, on fait le maximum et puis on voit si le client est satisfait ou pas. Et si, il n'est pas satisfait on essaye de le satisfaire de plus en plus.*

Donc, vous dites comme tout à l'heure, un service pour un homme change d'un service pour une femme alors ?

*Non, le service pour un homme ou une femme sera le même. Je veux dire en tout cas dans notre maison. Je veux dire le service sera exactement le même. On fait le maximum, après si il juge que c'est insuffisant et que nous on estime que l'on a fait le maximum, ca c'est un petit peu cas par cas. C'est difficile, de juger.*

Et, vous sentez que les hommes, ils ont changé finalement de façon de consommer ? Et qu'ils sont devenus plus difficiles ? Ou pas du tout ?

*Ca dépend de la gamme du produit. Dans le moyen de gamme le client est relativement facile, plus on va monter dans le luxe plus le client va être exigeant. Il va vouloir quelque chose qui est parfait, il va vouloir quelque chose qui est prestigieux, exclusif. Dans le moyen de gamme, pour la classe moyenne, cela s'ouvre à beaucoup plus de monde donc beaucoup moins d'exigence.*

D'accord, je vais juste vous posez des questions sur une dernière partie. Je ne sais pas si vous savez mais il y a des nouveaux concepts qui émergent, telles qu'à New York, exclusivement pour hommes. Ou par exemple, l'on peut servir des cocktails et ou on boit des scotchs ou on fume des cigares. Vous en pensez quoi ?

*Ou on fume des cigares ou il y a des bars ? Moi, je trouve cela génial. Ca c'est un concept que j'aimerais beaucoup mettre à Luxembourg. C'est un cigare-bar-watch, ca c'est quelque chose qui me plairait bien. Mais, il faut vraiment...*

Vous pensez que la mentalité au Luxembourg, elle est déjà prête ? Ou, c'est juste dans les grandes villes ?

*Non, pour moi, elle n'est pas encore prête. Peut-être dans dix ans, sauf si on arrive à rassembler des clubs. Il y a plusieurs clubs cigares à Luxembourg mais bon ça va compter cinquante, soixante personnes. Je ne pense pas que c'est avec ce petit public là qu'on peut vivre ou faire survivre une société non. Mais, les idées sont super, l'idée comme vous de rassembler barbier, et salons de coiffure, et soins. Vous avez trois créneaux dans un seul emplacement, dans une seule location, même dans une seule société, là oui c'est intéressant. C'est comme si moi j'ouvre mon compartiment à part avec un club cigare dans le magasin. La oui, cela vaudrait la peine. Mais, s'il faut, créer quelque chose comme cela je pense que c'est encore assez difficile. Mais, l'idée est top. C'est vrai, qu'aucun homme ne sait se faire la barbe parfaitement soi-même. Mais, il faut que ce soit fait. La preuve...hahaha...*

Donc, vous diriez plus dans un centre commercial ? Zone retirée ? Centre ville du Luxembourg ?

*Je pense que l'idée dans un centre commercial est bonne parce que madame peut aller faire son shopping et et calle chez Bram, pendant que monsieur soigne sa barbe. Je dirai plus...alors cela peut être aussi dans le centre ville mais il ne faut pas que ce soit quelque chose qui soit tout seul dans une rue qui n'est pas une rue commerçante. Cela doit être indispensable d'être dans une rue commerçante. Je prends l'exemple d'un coiffeur, il y a un coiffeur si on monte à Strassen, qui est là tout seul. L'homme n'aurait pas l'idée d'aller là pour aller faire sa barbe. Je pense qu'il aurait plus l'idée d'aller faire sa barbe si il se promène dans la galerie « oh tiens je peux faire ma barbe, cela prend vingt minutes. Je vais faire ma barbe et pendant ce temps toi tu va faire du shopping. »*

Et pour viser l'homme vous pensez que c'est quoi le moyen de communication ? Qui pourrait le cibler le plus ? Bouche-à-oreille ? Nouvelle technologie ?

*Bouche-à-oreille et les réseaux sociaux. Bien sur les réseaux sociaux, mais maintenant il faut que les pages soient actives et bougent, bougent, bougent...tout le temps. Ca c'est, la Tv aussi beaucoup, parce que le visuel c'est ce que l'on retient le plus. C'est ce qu'il y a de moins cher ce sont les réseaux sociaux.*

D'accord, bah parfois. J'ai posé toutes mes questions. Merci.

### Appendix 23 - Interview with Mr Toni Nunes from “T-Hair”

Je vais commencer par la première partie, donc définir les besoins et l'image de l'homme. Est-ce que vous pensez que les besoins de l'homme ont évolués ces dernières décennies. Si oui, comment ?

*L'évolution de l'homme, oui. Ils ont évolué dans les deux dernières décennies. Surtout, la dernière. Euh,...l'homme prend beaucoup plus soin de lui même. Les produits d'esthétiques, les produits de soins de barbes, les produits capillaires, tout ça. La plus grande croissance au niveau peut on dire mondiale a été plutôt dans l'homme que dans la femme.*

Okay, donc vous pensez qu'il y a beaucoup plus de produits et beaucoup plus de services aujourd'hui pour l'homme ?

*Oui, tout à fait.*

Et pourquoi selon vous les hommes apportent beaucoup d'importances à prendre soin de leur apparence ?

*La femme avait beaucoup plus de temps pour soi il y a quelques années en arrière et l'homme était celui qui faisait parfois deux boulots pour subvenir aux besoins de la famille. Or, cela à changé, la femme travaille de plus en plus. Et c'est devenu équilibrer. Ce qui veut dire que l'homme a plus de temps pour soi, pour faire du fitness, pour faire des soins corporels, pour faire des soins détente, pour regarder après soi-même.*

Donc, l'homme de nos jours, trouve aussi important de prendre soin de lui et de se détente.

*Oui, tout à fait.*

Okay, alors pour vous les habitudes de consommations ont changés avec cette évolution ? Ils consomment beaucoup plus ?

*Ils consomment beaucoup plus tout ce qui est soins, oui, qu'auparavant. Au paravent, l'homme faisait juste une simple coupe. Pour dire, il y a quinze ans en arrière quand on a voulu relancer le rasage à l'ancienne on faisait peut-être une barbe toutes les deux-trois semaines. Aujourd'hui, 15 à 20 pourcent de notre chiffre d'affaire annuel c'est la barbe, le rasage à l'ancienne. Oui, donc on était à peine à un demi pourcent et aujourd'hui on est entre 15 à 20 pourcent annuel. Ce qui fait une grosse, grosse différence.*

Donc, pour vous les hommes sont friands de nouveautés ?

*Tout à fait.*

Et selon vous, est-ce que...quels est le type de personnes qui serait le plus susceptible de savoir conseiller l'homme ?

*Ça c'est égal. Il y a des hommes qui veulent que l'homme. Il y a des hommes qui veulent que la femme et il y en a que ça leur est égal. Je crois qu'en général au Luxembourg, c'est égal. Peut-être, il y a encore des pays où il font attention à ces choses là mais...*

Au Luxembourg ont ne fait pas attention à cela.

*Oui, on ne fait plus la différence.*

Mais est-ce que vous pensez qu'ils aiment bien être discret les hommes lors de leurs achats ?

*Oui.*

Par exemple, si ils s'achètent un produit de soin, est-ce que si c'est une femme qui encaisse ça leurs gênent ? Une femme qui les conseille ?

*Non, ça pas non plus.*

Pas non plus ?

*Non, aujourd'hui non.*

Mais, est-ce qu'il aiment être discret ? Que l'on ne les voient pas trop lors de leurs achats ?

*Oui, ça oui.*

Okay, quel est selon vous le budget moyen ? Si, les consommations ont évoluées, est-ce que le budget a évolué aussi dans les achats ?

*Oui, aujourd'hui...*

Quelle est la moyenne d'une dépense lors d'une visite ?

*La moyenne homme peut varié, chez nous, parce que je ne sais pas comment c'est chez les autres. Mais c'est nous, elle varie entre 30 et 40, et donc suivant ce qu'ils achètent des soins ou ceci ou cela. C'est ça qui fait augmenter notre moyenne parce que la on parle de moyenne annuelle n'est-ce pas. Elle peut chez certains coiffeurs à nous elle peut aller jusqu'à 40 euros. Parce que bien sur, il y a encore des clients qui n'achètent rien du tout n'est-ce pas. Il y a encore leurs épouses qui achètent tout. Mais de plus en plus les hommes qui achètent pour eux-mêmes et même voir ils achètent les shampoings pour leurs épouses qui ont oublier d'acheter ou ceci ou cela. Chose que il y a quinze, vingt ans jamais un homme allait acheté un produit de pour son épouse.*

Et la fréquence d'achat à aussi changer alors ?

*Elle est devenu plus équilibrée, plus stable.*

Plus stable ?

*C'est à dire, plus fréquente. Oui. Or qu'avant c'était plutôt seulement la coupe et fini.*

Aujourd'hui quel est le produit ou service pour l'homme dans lequel un homme dépense le plus selon vous ?

*Alors, soin visage, massage, mais le plus gros aujourd'hui chez nous c'est le soin barbe.*

Le soin barbe ?

*Oui, à part la coiffure. C'est notre spécialité la coiffure. A part la coiffure, comme je vous ai dit tout à l'heure cela peut aller jusqu'à 20 pourcent et donc on fait beaucoup de barbes journalières choses que l'on ne faisait pas avant.*

Donc, selon vous vous êtes dans la moyenne des prix au niveau des coiffeurs ? Vous êtes les plus chers sur le marché où stable par rapport à vos concurrents ?

*Moyen, moyen-haut.*

D'accord. Selon vous quelles sont les trois marques préférés des hommes ? Par exemple, en coiffure ?

*Alors, dans la coiffure, c'est sur et certain que c'est Kérastase et Redken. D'accord ?*

Qui sont des marques l'Oréal.

*Qui sont des marques qui appartiennent au groupe L'Oréal. C'est sur et certain que ce sont ces deux là au numéro un mondial. Mais aussi parce que ce sont des marques très puissantes. Je ne veux pas dire que les autres marques ne sont pas bonnes mais ceux là sont tout simplement beaucoup plus puissantes que les autres. Et ce sont des très, très bonnes marques au niveau qualité-prix. Très souvent les gens pensent qu'un produit capillaire ou de soin chez le coiffeur est plus cher que celui du supermarché. Chose qui est fausse parce que nos produits sont beaucoup plus concentrés ce qui fait que si vous prenez une petite noix parce qu'elle est beaucoup plus concentrée vous aurez pour plus longtemps qu'un soin de marché. Or que les shampoings de super marché, récemment on a vu dans la presse qu'ils contiennent d'autres substances dedans qui peuvent même être cancérogènes. Ils mettent des truc dedans pour que ce soit moins cher et voilà. Donc, moi je conseille vivement aux gens d'acheter dans des salons de coiffure que dans le supermarché.*

D'accord. Et maintenant pour définir un service de luxe. Selon vous, c'est quoi un service de luxe ?

*Le Luxe c'est, ...Qu'est-ce le Luxe ? Le Luxe c'est d'avoir le petit plus que l'on n'a pas chez le concurrent. Chez nous c'est comme ça que je le vois. Je dis toujours à mes employées que le Luxe c'est le petit plus, c'est la différence. Donner quelque chose de plus, quelque chose dont le client ne s'attendait pas à avoir pour le prix qu'on donne normalement.*

Donc, un effet surprise ?

*Tout à fait, toujours un effet surprise c'est ça pour moi le Luxe.*

Donc, c'est plus du domaine du service. C'est de donner un truc en plus ?

*Oui, oui, la façon de l'accueillir, la façon de lui parler, c'est un luxe déjà. Parce que quelqu'un qui est noble ne parle pas d'une façon qui dit des trucs, des mots même voir*

*vulgaire. J'exagère avec vulgaire parce que...mais il y a des mots que dans le Luxe on ne pourra jamais employer. Donc, ce sont tous ces détails là qu'il faut faire attention.*

C'est aussi la façon de se comporter dans le magasin ?

*La façon de se comporter, la façon de s'habiller, son hygiène personnelle. Déjà rien que l'hygiène personnelle. Dans un commerce de Luxe, on ne peut pas se permettre de se comporter de la même façon que dans un autre magasin. Avoir une chemise blanche, qui est vraiment blanche et non grisâtre parce qu'on a pas su le mélanger en le lavant avec d'autres...Quelqu'un qui a vraiment des chemises blanches fait la différence. Cela appartient au Luxe sinon ça fait négligé.*

D'accord, donc, tous les petits détails sont important.

*Tout à fait.*

Donc, en trois mots comment qualifieriez-vous un service de Luxe ? Trois mots ?

*Alors, hygiène, discipline et la façon d'être.*

Quels sont les avantages selon vous d'un tel service pour une marque ? Qu'est-ce que cela vous apporte ? Est-ce que les gens viennent plus ?

*Les gens recherchent de plus en plus le Luxe mais justement parce qu'ils ont la le petit plus qu'ils n'ont pas quelque part d'autre. Parce qu'ils savent que même en payant plus ils ont quelque chose qu'ils n'auraient pas eu chez quelqu'un d'autre.*

D'accord, est-ce que vous pensez qu'apporter ce type de service donne une fidélité plus grande ?

*Oui, quand on se démarque d'une autre marque en donnant quelque chose de plus que les autres ne donnent pas. Quand les clients vont parfois, en vacances ou ceci ou cela, vont essayer chez les autres, parce qu'ils testent quand même. Les gens sont de plus en plus curieux, ils aiment tester. Et ils se rendent compte qu'il n'y a pas tout ces détails. Alors, à ce moment, ils se disent « non ça me manque, c'est là que je dois aller à nouveau ».*

Vous trouvez que le service pour l'homme diffère beaucoup de celui de la femme ?

*Non, mais par contre quinze à vingt ans en arrière il diffèrait plus. Aujourd'hui l'homme fait autant attention que la femme dans tout ces détails pour lui.*

Donc, maintenant, je vais parler du concept. J'ai essayé de penser à un concept pour le Luxe. Et, je ne sais pas si vous connaissiez les nouvelles espèces hybrides ? Où on incorpore différents produits ou service dans un seul endroit pour l'homme ? Je ne sais pas si vous connaissez mais ils existent à New York, à Shanghai. Il y a un barber shop mélanger avec un tailleur ou bien un espace de détente. On peut aussi service des expresso ou même boire un verre de scotch. Est-ce que vous pensez qu'un tel projet existe au Luxembourg ?

*Non, un tel projet n'existe pas au Luxembourg. Mais, il serait le bienvenu.*

Est-ce que vous pensez qu'un tel projet peut combler les besoins des hommes ?

*Oui en grande partie.*

Quels seraient les types de services ou produits ?

*Alors, parfums pour l'homme, soins cosmétiques pour l'homme, avoir un petit café différent, même une bière différente. Avoir des cadeaux pour l'homme tout simplement. Tout ce qui pourrait intéresser l'homme de A à Z. Une vraie boutique pour l'homme cela n'existe pas encore. Il existe des boutiques pour hommes et femmes mais une vraie boutique que pour l'homme et que même la femme puisse se dire « si je dois acheter un cadeau pour l'homme je pourrais aller là. » Parce que là ce serait facile, parce que là ce sont des cadeaux que l'homme a choisis qu'il aimerait avoir. Alors il faudrait faire une enquête et demander aux hommes qu'est-ce qu'ils aimeraient avoir sous un même toit. Et cela pourrait être intéressant parce que très souvent les clientes nous demandent « qu'est-ce que je devrais acheter pour mon mari ? ». Alors, peut-être un bon vin exceptionnel, un bon whisky exceptionnel.*

Vous trouvez que les hommes recherchent de la nouveauté ?

*Oui je pense. Ils aimeraient peut-être avoir un stylo ou des briquets spéciaux ou encore un parfum spécial. Peut-être même des trucs qui ne sont pas dans des parfumeries, qui sont dans des parfumeries plus de luxe aussi. Des marques que l'on ne rencontre pas partout. Avoir des produits, des nouveautés oui pourquoi pas.*

Quelles seraient selon vous la catégorie d'hommes qui pourraient être intéressés ?

*La classe moyenne, business class et communauté européenne. Après pour la classe moyenne je dirais la moyenne haute.*

C'est parce qu'ils ont un revenu plus haut et ils peuvent se permettre de venir plus souvent ?

*Je parle en général oui. Mais, il ne faut pas oublier qu'aujourd'hui même quelqu'un qui travaille dans le bâtiment peut parfois aller se faire plaisir aussi. Donc, il ne faut pas oublier que ceux-ci ils viennent quand même. Même si ils sont minoritaires, même si il y a que peut-être dix pourcent ou quinze pourcent. Ils viennent aussi.*

Okay, où selon vous devrait être situé un tel concept ? Et pourquoi ?

*Dans les shoppings. Il y a quinze ans en arrière on était parmi les premiers. Je faisais des tours en vacances et je me disais dans les petits villages en Italie, au Portugal, en Espagne, au Luxembourg. Partout, les barbiers étaient entrain de fermer les uns après les autres. Et on se disait « pourquoi est-ce qu'ils ferment ? ». Parce que les gens ne veulent plus se déplacer dans les petits villages. Ils vont de plus en plus dans des shoppings pour avoir accès à tout. Et dans les shoppings il n'y avait que la coiffure mixte alors nous on était parmi les premiers à*

*penser à cette idée et on a lancé dans des shoppings. Ça a tripler et quadrupler notre chiffre d'affaire depuis qu'on a débuter.*

Donc, aujourd'hui il y avait un manque dans le domaine de l'homme ?

*Tout à fait.*

Et pourquoi dans les shoppings ? Parce que c'est plus facile d'accès ? C'est plus facile de rentrer dans des shoppings ?

*Non, dans les shoppings non c'est très très difficile de rentrer dans un shopping. Il faut déjà avoir d'abord, un nom, une marque, une marque qui visuellement qui est forte. Sinon, on ne sait pas rentrer dans un shopping parce qu'ils veulent avoir les meilleures images possibles. Il faut travailler sur ça.*

Et les loyers sont chers ?

*Le loyer oui. La moyenne est entre quarante et soixante-dix euros le mètre carré. On essaye toujours de convaincre les propriétaires des shoppings que les marges dans la coiffures ne sont pas encore aujourd'hui ne sont pas les mêmes que dans la bijouterie et que dans le vestimentaire. Et donc, de ce fait on arrive à être dans une moyenne de quarante à soixante-dix euros pour nous les coiffeurs. Sinon, elle serait plus haute au mètre carré.*

Encore plus haute ?

*Oui sinon elle serait jusqu'à soixante-dix ou cent euros le mètre carré. Mais dans la coiffure ils acceptent parce que nos marges ne sont pas si hautes que les autres boutiques.*

Okay, et quels seraient selon vous le moyen de communication le plus efficace pour les hommes ? Vous utilisez quoi vous pour cibler plus les hommes ?

*La radio parce que les hommes sont souvent en route. Je crois aussi en la presse masculine qui se développe de plus en plus. Nous on essaye, nous on a des salons au Luxembourg et à Lisbonne. Alors on essaye de faire de la publicité dans la presse de luxe qui a des montres du haut de gamme, des trucs plus haut de gamme. Et nous, c'est plutôt la que l'on fait quatre, cinq fois par an, on fait tout une page tout simplement la présentation de la marque et de la nouvelle collection. Trois quatre fois par an aussi bien que dans un pays ou dans l'autre parce que les hommes aiment bien voir quelles sont les marques qui sont au top. Aujourd'hui ils regardent après cela, avant ils allaient chez le premier barbier. Aujourd'hui non, ils sélectionnent les marques qui sont au top parce qu'ils sont fiers d'aller chez le meilleur.*

Donc, en tant que marque il faut avoir un budget important dans la communication ?

*Oui, tout à fait, de tout de façon n'importe qu'elle marque, bien sur que la bouche-a-oreille est toujours la meilleure publicité attention. Parce que si vous faites du bon travail, ça c'est*

*la meilleure publicité. Mais il faut toujours se garder un pourcent, un et demi pourcent de son chiffre d'affaire pour le dépenser dans l'image de marque.*

Les réseaux sociaux pour les jeunes oui ou non ?

*On travaille de plus en plus avec le Facebook de l'entreprise oui. Effectivement, cela va jusqu'à huit ou dix mil vues pour un post pour une nouveauté que l'on présente. C'est beaucoup, dix mil personnes qui voient une nouveauté chez nous c'est pas mal. Un salon de coiffure peut vivre avec 800 à 1000 client par mois. Il y a beaucoup de salon en Belgique et au Luxembourg qui vivent avec 400-700 clients mensuels. De toute façon un client vient une fois par mois donc la moyenne chez nous elle est beaucoup plus élevée que la moyenne nationale. On va jusqu'à 2000 mensuel.*

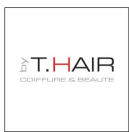
D'accord de mon côté j'ai posé toute les questions que j'ai eu besoin. Je ne sais pas si vous avez quelque chose à ajoute ?

*Juste peut-être que le marché de l'homme peut évoluer mais seulement si on apporte des nouveauté. Votre projet me semble une nouveauté.*

D'accord merci beaucoup pour votre temps.

*De rien.*

### Appendix 24 - Additional Information about the competitors

| Logo and Name of the company | T-Hair                                                                                    | Nespresso                                                                         | The Gent's Tailor                                                                     | Smets                                                                              | Paris 8                                                                             | Cubana Humidor                                                                      |
|------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                              |          |  |                                                                                       |  |  |  |
| What type of company?        | Hairdresser<br><br>Beauty                                                                 | Coffee                                                                            | Specialized shop for men                                                              | Hybrid Concept                                                                     | Fragrances                                                                          | Cigars                                                                              |
| Av. price                    | <b>Haircut:</b> 34 euros<br><br><b>Shaving:</b> 15,50 euros<br><br><b>Relaxation:</b> 105 | <b>Coffee:</b> 0,37 euros/capsule                                                 | <i>On the average rate of the competitors</i>                                         | <b>Leather goods</b><br>(Belt): 180 euros<br><br><b>Fragrance:</b><br>76 euros     | <b>Fragrances:</b><br><br>72 euros                                                  | <b>Cigars</b><br>(Price/Unit):<br><br>Cohiba -<br>Habanos: 21,8 euros               |
| Services/ Products           | Haircut,<br><br>Shaving,<br>relaxation services,<br><br>Cosmetic products                 | Coffee                                                                            | Haircut,<br>Shaving,<br>relaxation services,<br>Coffee,<br>Wine,<br>liquor,<br>Cigar, | Cloths,<br>House furniture                                                         | Fragrances<br><br>Cosmetic products                                                 | Cigars,<br>Champagne,<br>Accessories,<br>Lighters.                                  |

| Where? | Shopping mall:                                                                                                                                                                          | Mid Town                         | Shopping mall: | Mid Town                    | Mid Town                                                                                                                       | Shopping center |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------|
|        | <ul style="list-style-type: none"> <li>• City Concorde</li> <li>• Belle Etoile</li> <li>• Auchan</li> <li>• Topaze</li> <li>• Cactus Bereldange</li> <li>• Esch-Belval Plaza</li> </ul> | and Shopping Malls: Belle Etoile | City Concorde  | and Strassen (removed area) | and Shopping mall: <ul style="list-style-type: none"> <li>• Belle Etoile</li> <li>• Topaze Mersch</li> <li>• Auchan</li> </ul> | Auchan          |

*Source: official website and interviews*

