

Escola Superior de Propaganda e Marketing
I Lalux Sessions
2026

AS PESQUISAS SOBRE VENDEDOR E CONSUMIDOR NO VAREJO DE MODA DE LUXO

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Trajetória em luxo

2006-2008:
Estágio em
Planejamento
e Varejo de
Luxo ->
Supervisão
Operação
Internacional

2015:
'achado' em
relationship
marketing

2016: co-
orientação
TCC FEA

2019:
publicação
A1

2020-23:
consultoria
em projetos
de luxo
N.EVSKY

2024: tese
doutorado
FEA

2025: minor
de luxo
ESPM

2026:
retomada
pesquisas
acadêmicas

2016 – 2019: O começo

2016: TCC da Laura Torresi

13 respondentes da Empório Armani
+ 7 via LinkedIn

- in-depth interviews, a method that is both structured and flexible (Legard et al., 2003)
- These questions were based on previous studies on rapport building, segmentation, and culture dimensions (Hofstede, 1980, 2001; Gremler and Gwinner, 2008; Makkar and Yap, 2018).
- We conducted interviews over video and phone calls. This process resulted in a total of 630 min of conversation with our informants, with 20 participants.

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<https://www.emerald.com/insight/1361-2026.htm>

Rapport-building in luxury fashion retail: a collectivist culture case

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Rapport-
building in
luxury fashion
retail

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Abstract

Purpose – Luxury companies have expanded globally, but little attention is given to the difficulties associated

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PESQUISAS TESE E CONTINUAÇÃO

2024

#1 Paper



- Clienteling in fashion luxury retail
- EMAC 2024 (poster #528)
- EMA 2024 (full-paper – EMA11052 Tema 17 – Vendas no Luxo)

2026

Mesmo roteiro
Entrevistas em profundidade (+20)
Diferentes setores do luxo
Validar achados de clienteling e propor definição
Envio para EMAC 2027

#2 Paper



- “Are you listening to me?”: a daily diary by fashion luxury salesperson
- EMA 2024 (full-paper – EMA11051 Tema 17 – Vendas no Luxo)

Mesmo roteiro
Ainda em busca de participantes (Luxury compliance)
Opção via consultoria

#3 Paper



- “How much I was listened?”: an overview from fashion luxury customer about salesperson listening behavior
- Not submitted

Roteiro revisado com novos aspectos
Em coleta
Envio para EMAC 2027

PAPER 1

Clienteling in fashion luxury retail

Introduction:

- Luxury brand seek for long-term relationships, while customer look for social-emotional support.
- Relationship Marketing (RM) can help luxury companies manage customer relationships (Guo-feng & Xiao-wen, 2006).
- Clienteling in the literature appears with different writing and meanings.
- Among the relevance of the luxury sector to
- Little attention was paid to relationship marketing, especially with the micro perspective (Gurzki & Woisetschläger, 2017).

Theoretical Framework:

1. Relationship marketing (RM): definitions and applications
2. The Clienteling: terms and definitions
3. RM and Clienteling in Luxury and Fashion

Method:

- online survey (open-ended questions).
- 35 invitations, final sample of 20 specialists in luxury fashion retail from São Paulo (including six executives who work for Farfetch and Gringa - > supporters)

Participants profile:

- Six men and fourteen women,
- Coordinators, consultants, managers, directors, and CEOs of international and national fashion luxury retail expertise.
- Eight participants have more than 15 years of experience in luxury retailing,
- One participant with 1 to 2 years of experience, who is the marketing director of an international fashion luxury retail company in Brazil.

RQ1: What is the concept of clienteling in fashion luxury retailing?

RQ2: What are the main clienteling strategies applied in fashion luxury retailing?

RQ3: How is clienteling comprehended from strategic, organizational, and customer perspectives?

RQ4: How is the association of clienteling and technology, for now, and for the future?

PAPER 1

Clienteling in fashion luxury retail

"Therefore, our challenge in this luxury market is: how to surprise this customer who 'has everything'? How to make him fall in love and get involved with the brand? How to be part of this client's life? What we try to do is provide experiences that money cannot buy." (CL, Female, Senior Manager Retail Operations)

Conclusions:

- (1) Propose a definition of clienteling in fashion luxury retail associated with RM theorization,
- (2) Identify and describe the actual practices involved with detailed examples,
- (3) Understand these activities' strategic, organizational, and customer relationships,
- (4) Present a view of the future for clienteling and technology. Our propositions are the first step in theorizing the clienteling practices in academia.

Practical implications

- Luxury management must understand clienteling as a strategic asset based on customer data information that can impact customer relationships and shopping behavior.
- Plan a structure to attend to this demand, with connections primarily to Marketing and Sales.
- A list of practices can be applied in several businesses, not exclusively in fashion luxury retailing.
- These practices usually involve higher expenses that must be planned, controlled, and analyzed.

Limitations and future research

- The brand's guardians very well hide the secret of luxury management, as we can classify this audience.
- Future research can expand this sample, apply personal in-depth interviews, investigate it in other luxury segments that might present differentiation in clienteling practices and strategic perspectives.
- Data analysis with the support of qualitative data software, also, adopting two (or more) independent coders.

PAPER 2

“Are you listening to me?”: a daily diary by fashion luxury salesperson

Introduction:

- Listening is composed of sensing, processing, and responding behaviors (Castleberry et al., 2004) -> When customers realize that they are listened to, they tend to trust more the salesperson (Itani, Goad, Jamarillo, 2019; Ramsey, Sohi, 1997).
- Most luxury brands are investing in emerging markets (Wang, Chow, Luk, 2013) -> failed to replicate their operations in such economies (Sharma et al., 2020).
- Listening behavior parting from the salesperson's point of view is marginally investigated and application of daily dairy method (audio diary + online survey) -> underexplored in the retailing context.

Theoretical Framework:

1. Luxury Consumer Behavior in Emerging Markets
2. Salesperson behavior: listening

Method:

- Audio-diary combined with online survey
- 5-5-5 (5 days - 5 audios - 5 clients)
- 33 subscribers, 12 with profile, 4 participants.

Participants profile:

Salesperson of online and offline attendance

Higher interest:

- The man and youngest participant (LG6) sent most extended audios (ave. 7 minutes in length).
- The most experienced woman (SF30) increased audio lengths during research days (from 03:29 to final of 06:25 minutes in length).

Lower interest:

- The oldest participant (MF25) decreased audio lengths, (from 01:02 and a final of 00:31 seconds).

RQ1: How is the salesperson's self-perception considering the capability of listening to the luxury customer?

RQ2: What are the types of luxury customers, and how do they behave during the salesperson listening process?

RQ3: Does the luxury customer profile interfere with salesperson listening behavior?

PAPER 2

“Are you listening to me?”: a daily diary by fashion luxury salesperson

“After that time, they were very comfortable. I went in and said something, and then they opened for me to enter the service, asking me what I thought, my opinion, about color. Then I started to give my opinion” (JA5).

Conclusions:

Assessed the theory of listening behavior applied in luxury retailing within an emerging country.

This research suggests that different listening behaviors should be enhanced according to customer type. For brands in emerging markets, providing an incredible experience to these customers who will continue to be demanding and assertive (Agarwal et al., 2022) is imperative.

As a contribution to extant literature, we offer (1) the application of the audio diary method with salespersons from luxury retailing and (2) the proposal of possible listening behavior per customer type.

Practical implications

- Expand salesperson listening behavior retailers point of view.
- Service depends mainly on the salesperson's listening behavior capability.
- Offer a guide to stimulate better listening behavior.
- Improve employees' listening measurements and programs by motivating them to participate in academic research or apply an audio diary or similar tool for this kind of salesperson time for free speech.

Limitations and future research

- Sample size. We can attribute the low participation rate to research length (5 days) and confidential policies practiced by luxury retailers that disable their staff from participating in research, even with the confidentiality guarantee.
- Future studies amplify the sample size and explore it on other segments in luxury that might also have higher participants' disposition, bringing more robustness to this research topic.

PAPER 3 - “How much I was listened?”: an overview from fashion luxury customer about salesperson listening behavior

Introduction:

- Luxury customers search for one-to-one relationships (Kapferer & Bastien, 2012). Most luxury customer information is discovered during attendance (Cailleux, Mignot, and Kapferer, 2009).
- Even with all salespersons listening abilities, if the luxury customer decides not to listen to them, simply ignoring his/her presence (de Boissieu & Urien, 2022)
- The main theoretical contributions of this study are (1) application and adjustment of Ramsey and Sohi's (1997) SLB model with fashion luxury customers from an emerging country; (2) expansion of the theoretical model of Ramsey and Sohi's (1997) with the new variable of generational age; (3) offer new venues to be applied in SLB to enhance trust and satisfaction.
- Our research goal is to apply Ramsey and Sohi's (1997) SLB model with fashion luxury customers from an emerging country, verifying, testing, and expanding the hypothesis proposed by the authors.

Theoretical Framework:

1. Salesperson listening behavior (SLB) (H1)
2. Fashion luxury consumption in emerging countries
3. Consequences of SLB applied to fashion luxury retail (H2 to H7)
4. Other variables and SLB in fashion luxury retail - Generational age (H8), Shopping channel (H9).

Method:

- Online survey, with structured questions
- 185 questionnaires completed, with 81 valid (classificatory: bought fashion luxury products last year?)
- Multivariate analysis approach for testing hypotheses (SPSS 27 and SmartPLS)
- Participants were older, most male and lived in interior cities. Non-continued with more Millennials (less patience).
- Shopping behavior: Annual spent > R\$ 50mil (69%), 3-6 months recency (28%), 100% in person (55%), 1st time with salesperson (74%).

PAPER 3 - “How much I was listened?”: an overview from fashion luxury customer about salesperson listening behavior

Conclusions:

- Salesperson listening construct can be applied to fashion luxury customers and can be composed of six factors instead of the thirteen proposed initially by Ramsey and Sohi (1997).
- Suggestions of strong and positive association of the SLB relationship between Trust and Satisfaction. Reinforcing Ramsey and Sohi's (1997) findings, but applied to fashion luxury customers.
- Proposed adding one new variable to the SLB model, the generational age.

Practical implications

- Amplify the importance of listening to the behavior of salespeople and customers.
- Training programs that work on the focus, intensity, and responsiveness of SLB capabilities when interacting with fashion luxury customers.
- Develop salesperson listening capabilities, offering a personalized and adequate interaction for new customers (Gen Z and Millennials).

Limitations and future research

- Sample size (under 100 respondents). - > Our research adequately represents the fashion luxury customers population.
- Fashion luxury customer in Brazil is not engaged in academic research: lack of understanding + tendency not to share personal information about luxury consumption.
- Simplification of the questionnaire variables and possible reduction of response time, future studies will have better respondent engagement..

THANK YOU!!

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