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Customer Experience Management: An Innovative Approach to Marketing and Business on the Fashion Retail Industry

[1] Adriana Arineli

[1,] FUNIBER Fundação Universitária Iberoamericana, UNINI Universidad Internacional Iberoamericana/ Brasil-México. E-mail: adriana@experiencia.com

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Abstract

The purpose of this study was to examine the issues involved in offering superior customer experience on fashion retail stores in Brazil. The approach used to access CEM (Customer Experience Management) issues was a special questionnaire with 23 questions, through a research with managers of three important brazilian fashion retail chains (focused on class A clients). Some statistical techniques were used for data processing. It was possible to analyze the aspects that impact on the customer experience and their relevance. it was possible to realize that CEM is effective in increasing productivity and, so, it can be used as a guideline matrix management in decision making to promote superior customer experiences. The classical management is usually conservative and avoids to deal with strategies that do not necessarily involve numbers. Dealing with intangible and so subtle experience is unusual and a huge challenge, but sometimes it is necessary to look beyond the obvious and accessible statistics. If CEM is a strategy to focus on operations and processes of a business around the customers experiences with the company, it is essential to structure it and find out its effectiveness.

Keywords: CEM (Customer Experience Management), Consumer Experience, Experience Management, Retail Experience, Brazilian Fashion Retail, Marketing.

1. Introduction

The clothing industry was the third greatest sector in Brazil since the 1920's. During the 1950's the sector was characterized by small factories, with clothes handmade by seamstresses. Since the 1970's the retail sector grew in the urban centers and in the 1980's some big retail chains entered in the brazilian market, according to Kontic (2002). Now there is a established retail fashion industry in Brazil and it is believed that from 10 to 15 years forward there will be clear winners in the sector (as there was in more developed economies). Moreover, for Balloni, Resende and Targowsky (2012) the increasing of the wealth of people considered from class C, D and E is driving factor to the industry that has now more customers than before (today there are 100 million people in C class, but five years ago there were only 60 million – in class A and B there are 42 million and in classes D and E there are less than 50 million.

The retail is passing through deep transformations not only locally but also globally and the path of its evolution demands, among other initiatives, the redefinition of the physical store. This is what the 'Total Retail 2015', research from PwC (2015) shows. More than nineteen thousand people in nineteen different countries (Australia, Belgium, Brazil, Canada, China, Chile, Denmark, Hong Kong, Germany, India, Italy, Japan, Middle East, Russia, South Africa, Switzerland, Turkey, UK and the US) and six continents were questioned. The analysis identified that the technological revolution in retail may allow the recreation of a lost time, when buying was a genuine pleasure and an extraordinary gratification, instead of a burden, a problem.

International luxury brands as Hermès, Missoni, Christian Louboutin, Bentley, Lamborghin, Aston Martin, Burberry, Diane Von Furstenberg, Porsche, CH Carolina Herrera, Louis Vuitton, Cartier, Bugatti, Yves Saint Laurent, Bottega Veneta, Ferrari, Chanel, Land Rover, Hugo Boss, Prada, Ferragamo and Gucci are present on the retail scenarium in Brazil. Vodcas upper premium, as Belvedere, Ciroc and Grey Goose are also at the country. Even thinking that the A class and the luxury market are living a good scenery, there is still a huge lack of effectiveness in this industry (and not only in Brazil). Even when companies assume that customer experience is a crucial point in business, they usually do not realize that the customer participation in the buying process goes beyond the barriers of management and is placed in the center of the company. Instead of remaining a passive recipient of influences, the customer is an active decision maker who seeks value, quality and effectiveness.

For Schmitt (2003) the are phenomena of sale that can only be explained by the value of the experience offered to the consumer. Given the current economic environment and the competitive retail environment, Grewal, Levy and Kumar (2009) consider that the customer experience should be the focus of companies that want to compete effectively. In order to compete effectively a company needs to raise productivity. The adoption of CEM can create a competitive advantage difficult to match. Especially if seen from the point of view of productivity. As a result, the Customer Experience Management must be an essential tool for management, structuring the experiences offered to customers.

Leavy and Moitra (2006) consider that the relationships are evoluing from focus on product and business to focus on customer and experience. Winning strategies are those which satisfy its customers through the design of the experience according to Prahalad and Ramaswamy (2004). Manage customer experiences across all customer's touch points with the brand is a need as Kotler (1998) says, and should go beyond, as Berry (2004) suggests, companies should institute audit systems of experience.

Summarizing, retailers realized the importance of promoting positive experience to their customers. The efforts to adopt a management system capable of monitoring the requirements of experiences provided are still incipient, however, which shows a gap in the subject.

2. Theoretical Background: Management and Monitoring the Experience

2.1. Luxury Market in Brazil

The luxury fashion market in Brazil deserves attention. According to the Marketing Committee of Amcham Brazil (2014), the luxury market in Brazil reached a value between US$ 1,8 and US$ 2,2 billion, or approximately 1% of the global luxury market. The percentage of the population who used to consume luxury products in 2004 was low if compared to developed countries. However, crossing the value of the luxury market with the many forecasts of number of consumers in the sector, it can be inferred that the average consumer of luxury product in Brazil spent from three to five times more than the average global consumer. Moreover, the products were growing around one third a year, although the sales of some brands have been shortened in 2004. The classes A and B have grown greatly in recent years and, with them, the need for luxury products. There is a growing of millionaires in Brazil, and those who were already rich are getting richer. It is estimated that there are at least 200,000 millionaires in Brazil (assets between $ 1 million to $ 20 million). The younger generations are also consuming more luxury goods. A tracking made with three hundred brands in more than twenty million consumer researches in online search mechanisms in Brazil identified the leading brands in a ranking of the 'World Luxury Index' developed by the Digital Luxury Group (2012), the ten best ranked in the study are: 1. Lacoste; 2. Calvin Klein; 3. Chanel; 4. Ralph Loren; 5. Armani; 6. Yves Saint Laurent; 7. Hermes; 8. Prada; 9. Céline; 10. Gucci. The top three most searched for brands for apparel are: 1. Ralph Lauren; 2. Lacoste; 3. Armani. Apparel is the leading fashion category (43%), led by casual luxury brands follow buy bags and wallets 38%, shoes 14% and sunglasses 5%.

2.2. Customer Experience

Looking for the Customer Experience, the importance of the subjective factors to improve the fashion retail marketing is high. Looking for the luxury market is also essential to consider that shopping in the luxury segment are strongly influenced by emotion, according to the Ancham study (2014). Other recent studies points to the importance of focusing on customer experience as Bolton, Gustafsson, Kennedy, Sirianni and Tse (2014) points that marketers have focused too little energy on designing a customer journey that improves the entire customer experience. There is no problem in seeking continuous improvement in service quality and customer satisfaction, they are a need to competitiveness but performance levels and service offerings become too similar within an industry. Price is the only competitive weapon that remains. However, it is recommended to go through the models and concentrate on small details that can make big differences between companies. For Klaus and Maklan (2013) defining and improving customer experience is a growing priority for market research based on the fact that experiences are replacing quality on the competitive battleground for marketing, empowering experience as more important than satisfaction when it comes to customer loyalty and dissemination word-of-mouth. A research presented from Fraizer (2011) done by Bain & Company with clients from 362 companies, found that only 8% of these clients considered their experiences with the company “superior”, in other words, only 8% of the customers believed the company treated them with a special “care”. On the other side, 80% of those companies said that they were providing superior experiences to their customers. This clearly shows the gap, or the asymmetry of information, between companies and customers. As a result, it becomes obvious that managing the customer experience is a need and it is something that will certainly improve productivity (and so competitiveness). The experience is not an amorphous construct, but a real offer that may raise competitive advantages. For Pine and Gilmore (1998) creating a differential in customer experience can generate the progression of economic value.

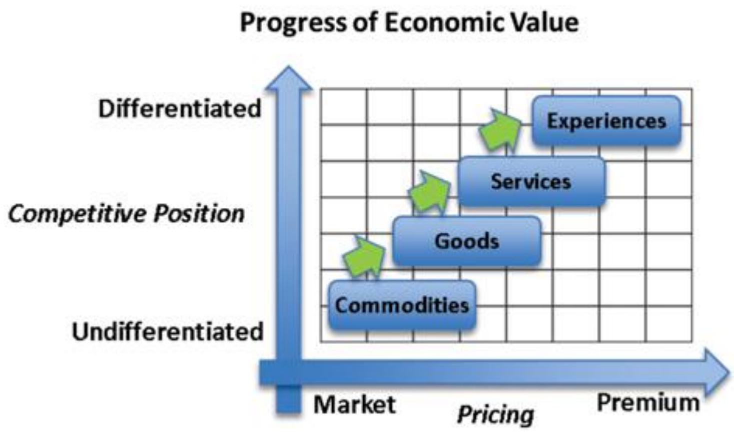


Figure 1: Economic Value Progression

For them, providing an experience is not just selling a product or service, but a complex mix of feelings, sensations and emotions. The experience must, therefore, be understood as such and structured with the same intensity in which products and services are designed. According to Smith (2006) consumers are looking for pleasant experiences. Questions how, when, where and how often, can create pleasant experiences and repeat them. Managers seeking sustainable competitive advantages need to think how they will develop a flow of experiences over time. For Palmer (2010) this may be the new challenge for marketing.

Ensure exceptional customer experiences is vital for a company according to Botha and Rensburg (2010). Therefore it is necessary to define a model that integrates traditional approaches to process improvements and also improve the design of the CEM. Many studies over the years have pointed to the importance of customer satisfaction as a way to generate profit, while other studies stated that customer satisfaction creates loyalty to a brand, but few results are compared between these two issues, which are obvious and intrinsically related.

Since customers share the retail environment, there is a need for a compatibilized management involving attract similar customers and manage the ambience to promote interactions that bring satisfaction, and CEM may be the answer to that.

For Schimtt (2003) CEM is a strategic process of managing the customer experience with the company, which represents the discipline, methodology and/or processes used to manage channel exposure, interaction and transaction with a company, product, brand or service. The market still assumes that the client is rational, in other words, it assumes that the customer processes all the information he receives, as the features and benefits of the product. However, in a world where differences in price and quality among competitors are minimal, it is necessary to expand the organizational thinking and really add noticeable value to customers. Feel, see, touch and hear are sensations that have much more impact than the traditional product presentation. The Experiential Marketing assumes that the client is not only rational, but also emotional. For Botha and Rensburg (2010) the service process at the store has a significant impact on customer experience and can influence the purchasing environment, shaping consumer behavior according to Blackwell, Miniard and Engel (2005).

As stated by Verhoef and Lemon (2013), a strong customer experience can foster customer loyalty, as agreed and improved by Lindstrom (2004) it can also be shaped by sensory, affective, intellectual, and behavioral experiences.

Sensory branding is the solution for differentiation of a brand, as said by Lindstrom (2004), creating a strong connection with their consumers. To achieve its goals, the sensory appeal must be unique for each brand and become habitual. Almost all aspects of the sensory appeal of a trademark can be registered and reaffirm the brand through components such as smell, sound, touch, taste and shape.

Many resources involving the five senses are currently used as a way to attract and perpetuate the consumer contact in a store. For Strugnell and Jones (1999) the auditory and visual stimuli are passed through the cerebral cortex but olfactory messages, however, escape the emotional control. One of the appeals of the sensory branding, according to Lindstrom (2004) and widely used by retail brands is the smell, which is the olfactory mark of a company.

With this more holistic view of the customer experience in mind, it should be consider a new conceptual model of the customer experience, considering various determinants of this experience.

Narrowing the subject to Brazil, it becomes more evident that the experience can be the answer to consolidate a loyal and frequent audience of customers. Explaining better, those people who came from class C, D or E and are now on class C or B are “new” clients (some of them are truly new, without quotation marks). They are eager to buy, but many of them do not have brands preference already, so the stores that provide better experiences for them will surely conquer their confidence. The same can happen with people that climbed from classes C or B to the class A or B. Therefore, managing the customer experience might raise productivity.

3. Problem and Methodology

This section presents what this study aims to evidence (there is still a lack of customers experience focus on fashion retail stores, which prevents this sector from increasing productivity and being more efficient) and also the techniques that were used to achieve the results (the questionnaire and descriptive statistics). The following table shows how the idea was organized.

Table 1: Relationship between hypothesis, key-questions and justification

Hypothesis	Key-Questions	Justification
H1: CEM is effective in increasing productivity in fashion retail stores.	KQ 1: Does the elements composing the experience influence in increasing the productivity? KQ 2: Which elements are more significant to the customers?	It will allow to identify if the elements that compose the experience impact in increasing the productivity.

The study discusses the relationship between the management of the aspects that make up the customer experience and that can increase productivity. So the target problem is to suggest a tool that enables the fashion retail stores (or other types of compani es) to manage the customer experience in order to increase productivity. The decision was to use a questionnaire and analyze it statistically so as to derive conclusions from it. The analysis was driven as follows. Data collection took as universe three brazilians fashion luxury brand companies with own stores, high representation throughout the national territory (including franchises, besides their own stores), serving class A women aged between 20 and 50 years.

Table 2: Survey items for research

N°	Questions
1	The olfactive perception (smell brand) increases the time of permanence of customer in the store.
2	The way the customer sees the product in the store is decisive to buy it.
3	The ambience of the store has always to be in synergy with the product.
4	The played playlist reinforces the concept of the brand and increases the time of permanence of customer
5	Tastings at the point of sale (coffee, candies, champagne etc) increases the time of permanence of
6	The customer appreciates a fast, effective, personalized and differentiated service.
7	A store with more attendants offers a more personalized service.
8	A nice attendant appearance is a differential for winning the customer.
9	Good store location adds perceived brand value.
10	Access for the disabled is favorable and taxable for winning customers.
11	Transport integration facilitates access to customers.
12	Advertising in magazines, newspapers and internet increases customer confidence in the brand.
13	Launching collection increases brand visibility and hence the sales of products.
14	Use of new digital technologies (SMS and social networks) makes the relationship between customer and
15	The use of sustainable materials increases the perceived value of the brand.
16	The packaging impacts on perceived quality.

17	The ‘treats’ like extra buttons fixed on product or detailed product instructions increases the product's
18	A flexible exchange process increases the perceived quality of the mark.
19	The store that grants discounts to frequent customers increases the chance of loyalty.
20	The appropriate climatization on store impacts on time of permamence.
21	The more accessible information about the store to the customer (Google, Facebook, Twitter, SMS), the fastest is the customer returns.
22	The price is the main instrument for the company.
23	Sales discounts must exist throughout the year.

The three companies are leaders in their market, with all features relevant to this study fulfilled, because they work with many elements involved in the CEM, as strong job branding, sensory branding, active participation in fashion events, social media and active pursuit of its strategic positioning in the market. The companies were not identified separately.

Seeking greater assertiveness and more robust results, since there is a small number of brands involved, ten managers from each of the companies (commercial and marketing area) were selected, totaling 30 managers. The ten managers responded to the questionnaire. The rate of return is not representative of all managers.

The field research was conducted through a survey, using an adaptation of the SERVPERF instrument from Cronin and Taylor (1992) that analyzes the five dimensions of quality and the 22 declarations of qualities of services that had been adapted, composing 23 questions. The survey was designed to be self-filled, with fixed questions and 5 choices of predetermined responses, using a Likert five-point scale from ‘strongly agree’ to ‘strongly disagree’. The survey included the following questions to research the customer experience:

Some statistical techniques were used for data processing. Categorical data obtained from the survey items, using the Likert scale, were statistically analyzed using percentage frequencies. The scores obtained for all respondents were statistically analyzed by means of statistical parameters: mean, standard deviation, maximum and minimum, median and interquartile range values with the aim of describing the behavior of variables of the 23 items in the survey. The questions were also rated on a scale ranging from ‘complete agreement’ to ‘complete disagreement’. The total agreement is related to a higher score (1.00) and total disagreement is related to lower scores (0.00). Paraconsistent logic was used to assist in decision making, allowing to manipulate concepts of uncertainty and inconsistency in a logical way. The analysis were performed from the SERVPERF survey to create a cartesian graph and to check the consistency of the hypothesis from two possible variables to a proposition. The notation 1 represents the degree of belief or sure and 2 represents the degree of uncertainty or disbelief.

The relative importance of the items of SERVPERF was evaluated by the ordering of items according to the average and it was categorized by using the schema of five numbers develop by Tukey (1977) in low, moderate, good and high importance scores.

It cannot be assure that the data obtained through the questionnaires reflect reality, since the rate of return is not representative of the universe. This methodology was applied to the questions linked to the hypothesis to verify the key issues, validating it or not:

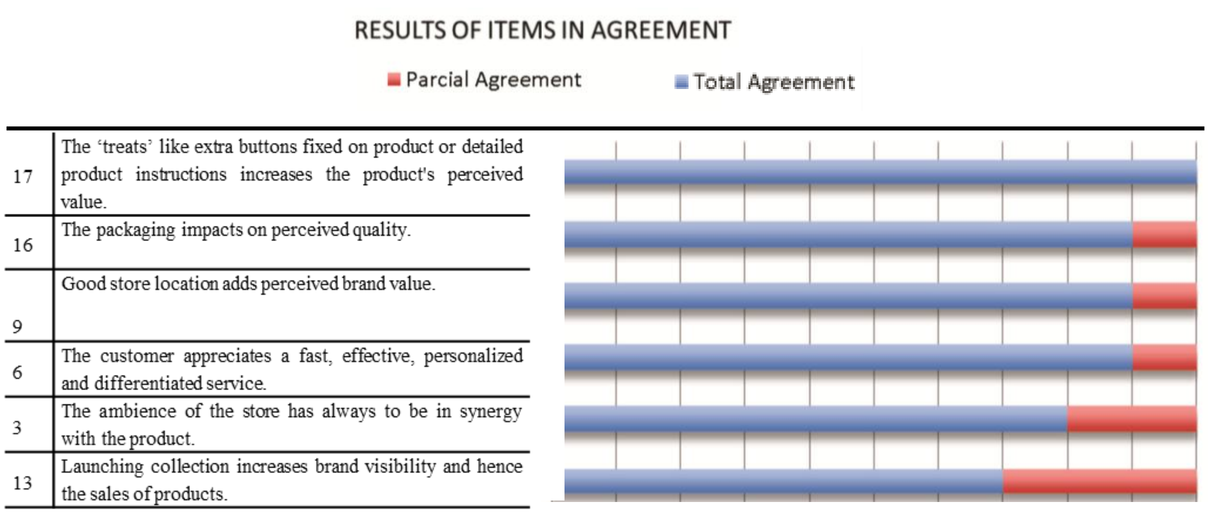
KQ1: Does the elements of the customer experience influence in increasing productivity?

KQ2: Which are the most important elements to customers?

4. Found Results and Methodology

4.1. Frequency analysis

The next table shows the proportion of respondents, by response category, in each of the evaluated items for which there was at least 60% of respondents in agreement ('totally agree' attached to 'partially agree') with contents mentioned in the item. The following items, illustrated at fig. 2, have obtained a degree of positive correlation:



17	The 'treats' like extra buttons fixed on product or detailed product instructions increases the product's perceived value.
16	The packaging impacts on perceived quality.
9	Good store location adds perceived brand value.
6	The customer appreciates a fast, effective, personalized and differentiated service.
3	The ambience of the store has always to be in synergy with the product.
13	Launching collection increases brand visibility and hence the sales of products.

8	A nice attendant appearance is a differential for winning the customer.
5	Tastings at the point of sale (coffee, candies, champagne etc) increases the time of permanence of customer in the store.
2	The way the customer sees the product in the store is decisive to buy it.
1	The olfactive perception (smell brand) increases the time of permanence of customer in the store.
20	The appropriate climatization on store impacts on time of permamence.
15	The use of sustainable materials increases the perceived value of the brand.
18	A flexible exchange process increases the perceived quality of the mark.
12	Advertising in magazines, newspapers and internet increases customer confidence in the brand.
4	The played playlist reinforces the concept of the brand and increases the time of permanence of customer in the store.
19	The store that grants discounts to frequent customers increases the chance of loyalty.

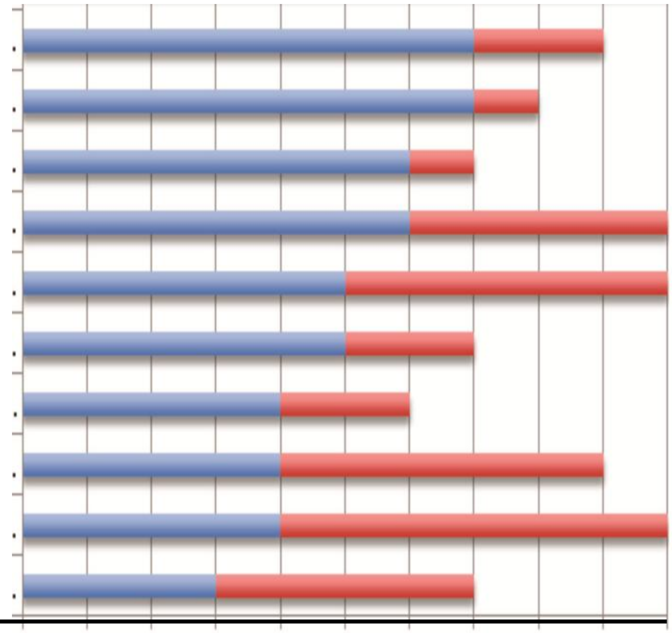


Figure 2: Results of items in Agreement.

It can be seen that items 16, 9, 6 and 3 showed high level of agreement, while item 17 was considered positive by unanimity.

Some items answered as 'not agree nor disagree' showed neutrality. Item 10, despite having obtained 40% agreement, obtained 40% of indecision thus neutralizing the trend toward the agreement. Item 21 resembles to item 10 in trend terms, as it seems to be accepted positively with respect to agreement (there was 40% of agreement). However, the percentage of disagreement added to 30% of percentage of indecision, also counteract the trend. Items 7, 11, 22 and 23 had at least 50% of respondents in partial or total disagreement. According to the opinion of the respondents, these items do not contribute positively to the scale of measurement.

4.2. Scores

After frequency analysis, scores were evaluated and identified the score of the responses of the items, meeting the following results considering the median 5, as shown below.

Table 3: Scores Evaluation

ITEMS WITH HIGH SCORES
Maximum Median 5: Items 1, 2, 3, 5, 6, 8, 9, 13, 17, 18

1	The olfactive perception (smell brand) increases the time of permanence of customer in the store.
2	The way the customer sees the product in the store is decisive to buy it.
3	The ambience of the store has always to be in synergy with the product.
5	Tastings at the point of sale (coffee, candies, champagne etc) increases the time of permanence of customer in the store.
6	The customer appreciates a fast, effective, personalized and differentiated service.
8	A nice attendant appearance is a differential for winning the customer.
9	Good store location adds perceived brand value.
13	Launching collection increases brand visibility and hence the sales of products.
17	The 'treats' like extra buttons fixed on product or detailed product instructions increases the product's perceived value.
18	A flexible exchange process increases the perceived quality of the mark.
Median between 4 and 5: 5, 4, 12, 14, 15, 16, 19, 20	
5	Tastings at the point of sale (coffee, candies, champagne etc) increases the time of permanence of customer in the store.
4	The played playlist reinforces the concept of the brand and increases the time of permanence of customer in the store.
12	Advertising in magazines, newspapers and internet increases customer confidence in the brand.
14	Use of new digital technologies (SMS and social networks) makes the relationship between customer and brand, closer.
15	The use of sustainable materials increases the perceived value of the brand.
16	The packaging impacts on perceived quality.
19	The store that grants discounts to frequent customers increases the chance of loyalty.
20	The appropriate climatization on store impacts on time of permamence.
ITEMS WITH MEDIA SCORE	
Median 3:10,21	
10	Access for the disabled is favorable and taxable for winning customers.
21	The more accessible information about the store to the customer (Google, Facebook, Twitter, SMS), the fastest is the customer returns.
ITEMS WITH LOW SCORE	
Median 2,5:11	
11	Transport integration facilitates access to customers.
Median 2:7	
7	A store with more attendants offers a more personalized service.
Median 1,5:22,23	
22	The price is the main instrument for the company.
23	Sales discounts must exist throughout the year.

Overpast the frequency vision of scale for the items, it is possible to analyze the scores received by items on the set of respondents. The metric used is associated with the ordinal scale cited before (Likert scale of 5 points): integers from 1 to 5, which represent the path from disagreement to agreement, with 1 being 'total disagreement' and 5 'total agreement' with the contents of the item. The following table presents the statistical description of each item through the main statistical parameters.

Table 4: Statistical description of the questionnaire items

items	n	Mean Score	Standard Deviation	Minimum	Maximum	Median	Interquartile Range (*)
1	10	4,6	0,516	4	5	5,1	1
2	10	4,1	1,370	1	5	5	2
3	10	4,8	0,422	4	5	5	0
4	10	4,4	0,517	4	5	4	1
5	10	4,5	0,850	3	5	5	1
6	10	4,9	0,316	4	5	5	0
7	10	2,9	1,449	1	5	2	2
8	10	4,6	0,669	3	5	5	0
9	10	4,9	0,316	4	5	5	0
10	10	3,4	1,075	2	5	3	1
11	10	2,5	1,354	1	5	2,5	2
12	10	4,3	0,675	3	5	4	1
13	10	4,7	0,483	4	5	5	1
14	10	3,8	1,398	1	5	4	2
15	10	4,1	1,101	2	5	4,5	2
16	10	4,8	0,623	3	5	4	1
17	10	5	0	5	5	5	0
18	10	3,8	1,229	2	5	5	2
19	10	3,7	1,337	1	5	4	1
20	10	4,5	0,527	4	5	4,5	3
21	10	3,3	1,636	1	5	3	3
22	10	1,6	0,699	1	3	1,5	1
23	10	2	1,414	1	5	1,5	1

(*) Based on Tuke

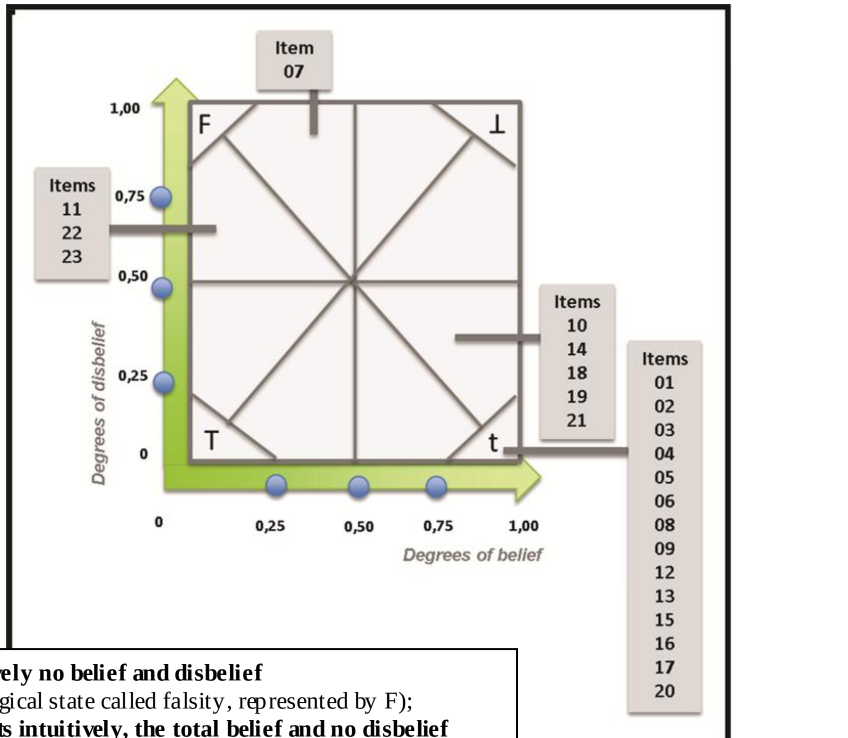
After evaluate the scores received and identify the score of the responses of the items, it can be concluded, based on the median, that items 7, 11, 22 and 23 were not significant, items 10 and 11 also, while the remaining items showed greater significance.

4.3. Paraconsistent Logic

The classification of items by degrees of belief and disbelief, represented in the table and graph below (Table 5 and Fig.3), shows the items on a scale from true to false. In conclusion, according to the analysis, items 7, 11 and 23 were considered 'almost false' in the set of all items. One can also note that items 10, 14, 18, 19 and 21 were considered 'almost true' while items 1, 2, 3, 4, 5, 6, 8, 9, 12, 13, 15, 16, 17 and 20 were considered as 'true'. In terms of agreement, items 6, 9 and 16 showed a high level of agreement, while item 17 was considered positive by unanimity.

Table 5: Paraconsistent Logic

Item	Classification	Item	Classification
17	True	12	True
6	True	2	True
9	True	15	True
3	True	14	Almost True
16	True	18	Almost True
13	True	19	Almost True
1	True	10	Almost True
8	True	21	Almost True
5	True	7	Almost unbelief, tending to inconsistent
20	True	11	Almost unbelief, tending to indeterminate
4	True	23	Almost unbelief, tending to indeterminate
		22	Almost unbelief, tending to indeterminate



(0,1) is intuitively no belief and disbelief
(translates a logical state called falsity, represented by F);
(1,0) represents intuitively, the total belief and no disbelief
(translates a logical state called thuth, represented by t);
(1,1) is intuitively while belief and disbelief surface
(called state represents a logical inconsistency, represented by T);
(0,0) indicates total absence and belief and unbelief
(translates a logical indeterminacy, represented by ⊥);

Figure 3 : Paraconsistent Logic

5. Discussion

It is concluded, according to the analysis, that I7 (A shop with many vendors offering a more personalized service), I11 (Integrating transport facilitates access to the client), I22 (The price is the main instrument for the company) and I23 (sales promotion should exist throughout the year) were considered of little importance in the set of all items. There was no significant discrepancy between the methods. The table below identifies all of the statistical methods used, summarizing the overall importance of the survey items.

Table 6: General Classification of the Items

Importance	Agreement	Paraconsistent Logic

Item	Moderate Importance	Good Importance	High Importance	Complete Agreement	Parcial Agreement	Degrees of Belief	Degrees of Disbelief	True
1		4,6		60		0,900	0,100	t
2		4,1		60		0,775	0,225	t
3			4,8	80		0,950	0,050	t
4		4,4		40	60	0,850	0,150	t
5		4,5		70	10	0,875	0,125	t
6			4,9	90	10	0,975	0,025	t
8		4,6		70	20	0,900	0,100	t
9			4,9	90	10	0,975	0,025	t
10	3,4					0,600	0,400	At→t
12		4,3		40	50	0,825	0,175	V
13			4,7	70	30	0,925	0,075	V
14	3,8			40	30	0,700	0,300	At→t
15		4,1		50	20	0,775	0,225	t
16			4,8	90	0	0,950	0,050	t
17			5,0	100	0	1,000	0,000	t
18	3,8			40	20	0,700	0,300	At→t
19	3,7			30	40	0,675	0,325	At→t
20		4,5		50	50	0,875	0,125	t
21	3,3					0,575	0,425	At→t

According to the data analysis, the importance of the items is quite significant for increasing productivity, as the items exhibit a high percentage of significance in the universe studied.

Responding to H1: The CEM is effective in increasing the productivity of retail clothing stores. KQ1: the elements of the experience influence in increasing productivity. Regarding KQ2, on the most significant elements, it follows that items 7, 11, 22 and 23 are not relevant to increase productivity, while other items are, as shown below.

Table 7: Items of greatest significance

3	The look of the store has always to be in synergy with the product.
6	The customer appreciates a fast, effective, personalized and differentiated service.
9	Good store location adds perceived brand value.
13	Launching collection increases brand visibility and hence the sales of products.
16	The packaging impacts on perceived quality.
17	The 'treats' like extra buttons fixed on product or detailed product instructions increases the product's

6. Conclusions

The statistical analysis showed how significant are all the elements, except for items 7, 11, 22 and 23.

Table 8: Graduation of significance of the items

	Very Strong
3	The look of the store has always to be in synergy with the product.
6	The customer appreciates a fast, effective, personalized and differentiated service.
9	Good store location adds perceived brand value.
13	Launching collection increases brand visibility and hence the sales of products.
16	The packaging impacts on perceived quality.
17	The 'treats' like extra buttons fixed on product or detailed product instructions increases the product's perceived value.
	Strong
1	The olfactive perception (smell brand) increases the time of permanence of customer in the store.
2	The way the customer sees the product in the store is decisive to buy it.
4	The played playlist reinforces the concept of the brand and increases the time of permanence of customer in the store.
5	Tastings at the point of sale (coffee, candies, champagne etc) increases the time of permanence of customer in the store.
8	A nice attendant appearance is a differential for winning the customer.
12	Advertising in magazines, newspapers and internet increases customer confidence in the brand.
15	The use of sustainable materials increases the perceived value of the brand.
20	The appropriate climatization on store impacts on time of permamence.
	Moderate
10	Access for the disabled is favorable and taxable for winning customers.
14	Use of new digital technologies (SMS and social networks) makes the relationship between customer and brand,closer.
18	A flexible exchange process increases the perceived quality of the mark.
19	The store that grants discounts to frequent customers increases the chance of loyalty.

21	The more accessible information about the store to the customer (Google, Facebook, Twitter, SMS), the fastest is the customer returns.

It is necessary to scale the real power of the experiences. Positive experiences, even if they do not result in immediate sales, contribute significantly to the consolidation of the brand, which is a key asset in the competitive landscape in which retail businesses are placed. The physical store, the ambiance and the sensations must be in synergy with the brand to create more lasting relationships, pleasurable experiences and, in addition, to make tangible brand values.

Companies seeking sustainability in business and customer loyalty, should understand that management must administrate customer experiences by creating and strategically structuring a design experience that can be replicated as a way to add value and show significant differences from the point of view of the consumer.

The value of the brand, built and reinforced until now, solely by the marketing department of the company, shall be printed on its 'DNA' and must be passed through the upper management and involve all levels. The CEM assumes a more comprehensive and cohesive involvement in company management to prevent, in isolated and disconnected actions, that the wrong message compromises the branding.

It is right to say that the maxim 'the customer is always right' is reinvented through the CEM and breaks the paradigm of the clear division: on one hand the client, on the other, the enterprise. The CEM highlights the legitimate host and assumes the role of protagonist for client in another way, without conflict between their interests and the purposes of the company. It is a set (client and company) working to promote happy experiences to consumers and to generate significant productivity gains for the company.

Investing in CEM may seem unusual, because we live in a world where talking about subtle and intangible aspects of the experience is still an obscure challenge to management. Measure what does not have obvious, accessible numbers and statistics, can be scary or revealing, depends on the legitimate desire to achieve competitive advantages that accompany the life of contemporary man in all its complexity. The effort made in this study to turn this subject more tangible, reached some evidences that strongly suggest that this investment can be a good idea, though.

7. Limitations & Future Steps

A structure cannot be generalized through this study, due to its low sampling and consequent conclusions. There is evidence, however, from the strength of the data obtained, that the particularities of each retail segment will determine the amount of items to be managed. It can be concluded that the dynamics of the CEM should be managed considering particularities of the target audience, the segment that will be impacted and the relevance of the different aspects and dimensions.

Finally, it is important to highlight that it is recommended that further studies deepen the model proposed in this study, as a way to bring significant contributions to retail. Also more significant sampling and direct approach with consumers would certainly bring a lot of value to the topic and consolidate important concepts for CEM. The analysis in other retail segments would be another significant contribution to the subject.

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