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Introducing an e-marketplace and phygital store to the Swiss market: the key success factors for the fashion industry in Switzerland

Bachelor Project submitted for the degree of Bachelor of Science HES

by

Andrea MUSTAJBASIC

Bachelor Project Advisor:

Josée Bélanger, professor

Geneva, 17 August 2018

Haute École de Gestion de Genève (HEG-GE)

Filière Économie d'entreprise

Declaration

This Bachelor Project is submitted as part of the final examination requirements of the Haute école de gestion de Genève, for the Bachelor of Science HES-SO in International Business Management.

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Andrea Mustajbasic

Acknowledgements

Before starting this paper, I wish to take the time to thank those who have made this final project possible.

I would like to start by expressing my sincere gratitude to my supervisor Professor Josée Bélanger, who passed on to me her passion for marketing three years ago and has been an invaluable inspiration and support ever since.

My gratitude also goes to all the professors and lecturers I have had the chance to learn from during these three years at the HEG. I also wish to thank for their time, availability and precious insights those who have taken part in my interviews.

Above all, I want to thank my family and friends for their unconditional support and love. To my mother, sister and partner especially, thank you for always believing in me.

Executive Summary

The development of technology and expansion of easy internet-access has impacted customers' lifestyles and purchasing behavior. The fast-changing digital environment has disrupted the customer journey and thus created new business models in retail. Yet neither online shopping nor offline stores are meeting customers' needs nowadays.

This paper initiates the study by defining the two key terms essential to the understanding of the new concept to be introduced: *e-marketplace* and *phygital store*. Then, the retail and apparel industries, as well as competitive landscape and best practices in the industry, are analyzed with the purpose of gaining a deeper understanding of the status quo.

Based on the information collected in the first part of the study dedicated to the analysis, the second part focuses on the introduction of the new concept that aims to meet the customers' needs in terms of apparel-shopping. First, the analysis of the global consumer trends completed by an on-field research draw the customers' purchasing journey in the apparel-retail industry in Switzerland today.

The gains and pain points underlined in the aforementioned customer journey allow for a clear insight into the shoppers' needs and desires. This step provides a knowledge-base necessary to defining the differentiation points and positioning of the new concept.

Then, the key success factors are underlined and reasoned, before highlighting the revenue, cost, and uniqueness drivers of such a concept.

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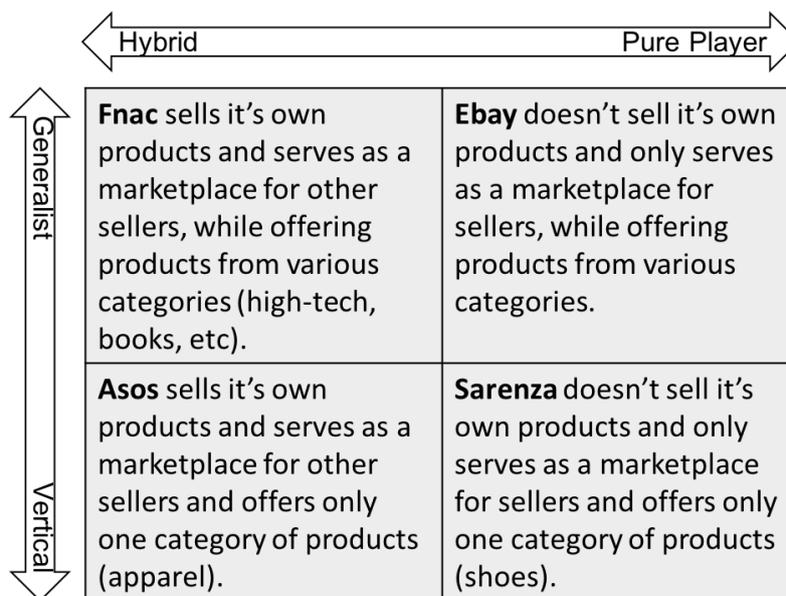
1. Introduction

With the rapid expansion of internet access and usage around the world, global e-commerce has been growing by an average of 20% a year in the last decade (Howard 2017) and thus contributed to the creation of new ways of selling online, and new business models such as marketplaces (Cohen 2013, p.15).

1.1 E-Marketplace definition

An online marketplace is a virtual place, a website or an app, that connects buyers and sellers in a secured environment created by a trusted third-party, the operator (Cohen 2013, p.15). As explained by Richard Kestenbaum for Forbes (2017), “the operator of the marketplace does not own any inventory, their business is to present other people’s inventory to a user and facilitate a transaction”.

Figure 1: Examples of different categories of marketplaces



(Cohen 2013, p.18)

Sometimes called ‘online department stores’ or ‘the internet-mall’, marketplaces can first be classified into two categories: Hybrids and Pure players. On hybrid platforms, the operator sells its own products or services, in addition to those from different sellers (i.e. Fnac¹). Pure players, as opposed to hybrids, only serve as middlemen and do not sell their own products or services, and thus are not in competition with the sellers on their platform (i.e. eBay²). Going further, marketplaces can be broken down in two additional

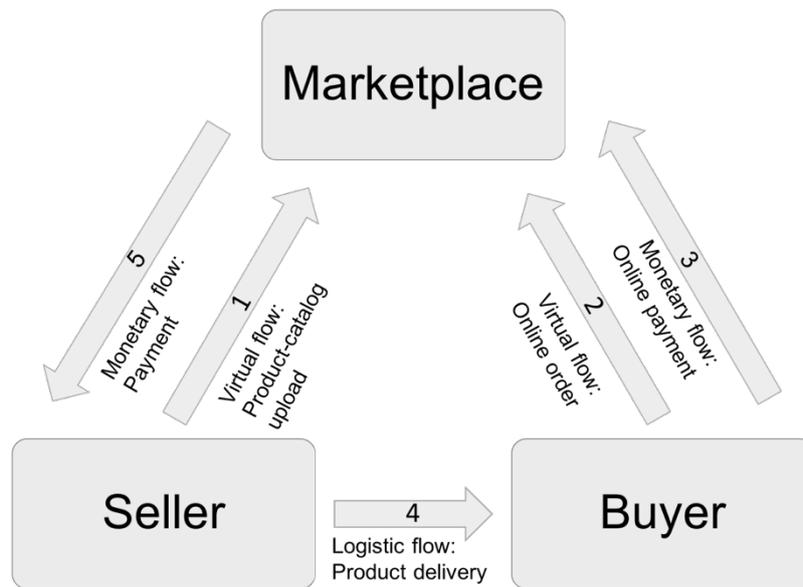
¹ www.fnac.com

² www.ebay.com

categories. The examples mentioned above, Fnac and eBay, can also be categorized as Generalists as they sell more than one category of products or services, whereas marketplaces such as Asos³ or Sarenza⁴ are Verticals, they sell only one category of products or services (Cohen 2013, p.18). Thus, marketplaces can take very different forms: from the one that aims to sell everything to everyone (i.e. Amazon) to the niche-marketplace with a specific target and community.

The operator, holding the position of trusted third-party, ensures a smooth and secured transaction: the seller uploads his products assortment on the marketplace, and the customer places an online order and pays on the marketplace. Then, the operator informs the seller of the order, who proceeds with the delivery of the product or service directly to the customer. Once the operator confirms that the product or service has been received by the customer, he transfers the money to the seller and keeps a commission (Cohen 2013, p.31).

Figure 2: A flow chart of a transaction on a marketplace



(Cohen 2013, p.31)

³ www.asos.fr

⁴ www.sarenza.com

1.2 Phygital definition

The web 1.0, also referred to as static or content web, was the first stage of the World Wide Web. It was characterized by the data-collection and digitization of information. In other words, the web “was based on a system in which a Webmaster and a content generator (companies, generally) created a web page and added content, which users could then display in a static form”. The transition to web 2.0, or the Social and Mobile Web, was made when users started generating content, actively participating in the development of the web by uploading new content and interacting between themselves (Martinez-Lopez 2016, p.13). Web 3.0, also known as the semantic web or the “Web of Things”, goes one step further and integrates internet in- and connects- all devices, with the emergence of technologies such as Augmented Reality (AR), Virtual Reality (VR), Artificial Intelligence (AI) and machine learning (*Digital Evolution* 2018).

The term ‘Phygital’ has been created and trademarked in 2013 by the Australian agency Momentum. It is a contraction of the words ‘physical’ and ‘digital’ and is part of this new World Wide Web era, since things are not only offline or online anymore- they’re both, at the same time.

“The digital revolution began with the transformation and transposition of as many “real life” activities and functions as possible into a digital entity. Today, the reverse tendency is becoming ever more apparent; the virtual is beginning to reveal itself within the actual.”

(The Phygital 2018)

This change of paradigm has influenced the emergence of a new way of shopping, one that blurs the borders between the physical and the digital worlds, by aspiring to meet the customer right where he is and offering a seamless and omnichannel experience: phygital stores.

1.3 The objective of the study

The fast-changing digital world has initiated new behaviors and disrupted the customer journey in the retail apparel industry. Offline, online, brick-and-mortar or click-and-mortar? Consumer apparel-shopping-habits have changed with the adoption of new technology, and companies have to adapt their offering in order to stay relevant in this new era.

This study aims to analyze the new omnichannel shopping behavior of swiss consumers by drawing their current pain points and latent needs when it comes to apparel-shopping. The objective is to identify the key success factors of a new concept named *Le Salon* that aspires to offer a consumer-centric shopping experience adapted to the lifestyle, needs and desires of swiss consumers.

1.4 Methodology

The analysis of the Swiss' new shopping behavior has been done by mapping out the current customer journey with both primary and secondary data that enables a clear understanding of the present pain points.

The secondary data has been collected and analyzed with the purpose of drawing a clear picture of the current state of the retail and apparel industries in Switzerland, as well as understanding the characteristics of today's swiss shopper. The current global consumer trends have been depicted and analyzed in order to get a clear understanding of today's consumer and keep a consumer-centric approach. Going further, competition and existing concepts of marketplaces and phygital shops have been analyzed and used to understand what features are essential, nice to have or even unnecessary in the apparel industry in Switzerland.

The primary data has been collected through a set of qualitative interviews that offer a deeper understanding of the consumers' perception of their shopping experiences. The qualitative aspect of the interviews allows a complete comprehension of the interviewee's insight, as the objective is not to generalize responses but to grasp the consumer's perception of a previous experience. The interviewees have been selected based on precise criteria, after the delineation of two personae, to ensure that their insight is representative and relevant for this research. The interviews have been conducted in a semi-structured format, enabling open-discussion on the covered topics while being led by a previously defined interview-guide (Appendix 1).

The interview-guide has been divided in three sections. The first section is made of open questions that aim to explore the perception of the consumer and enables them to spontaneously share their experience. Then, different characteristics are presented, for them to rate as important or not for a pleasant shopping experience. This step allows the confrontation of their responses with the previously narrated shopping experience, as they appear to be contradictory in some cases. This provides an opportunity to get a deeper understanding of the interviewees perception. The second section is structured as a case-analysis, where the interviewee reacts to different concepts that are shown and explained to her. The last section aims to understand and draw a clear picture of the interviewee's shopping habits. The verbatim of the interviews (Appendix 2 to 6) have been recorded, and different types of data have been collected: facts, previous experiences, opinions, reactions to concepts, personal insights and recommendations (Andreani, Conchon 2003).

2. Analysis

In this chapter, the analysis starts with an overview of the retail and apparel industries in Switzerland, by depicting the facts and trends that currently characterize them. Then, the competitive landscape and global consumer trends provide a broad understanding of the present environment. Finally, the best practices of e-marketplaces and retail concepts are underlined and serve as inspiration for the concept to be introduced.

2.1 Retail in Switzerland

Around 6'000 stores have disappeared in Switzerland between 2010 and 2017, while online shopping has grown by 10% in 2017, according to the annual GfK report. Their analysis points out that the “very small brands” or those with “unclear positioning” have suffered the most (*Le commerce de détail a perdu 6000 points de vente depuis 2010* 2018). Switzerland is one of the most digitized society's in the world, as almost 75% of Swiss have already purchased something online (Maurisse 2018). In this environment,

“Retailers’ success will [...] likely depend on their ability to harness the power of the internet and social media to increase brand awareness and build customer loyalty in the long term.”

(Euromonitor, *Retailing in Switzerland* 2018)

Multiple trends characterize the retail landscape in Switzerland today, the most relevant ones for this study are listed as following:

2.1.1 Online retailing

Consumers in Switzerland have spent an increased amount of time shopping online and researching products from their homes. Swiss retailers have responded to this trend by investing in “internet as a channel”, developing their online-presence and improving the overall online shopping experience for consumers by offering new delivery, return, and payment options. Traditional retail channels have suffered from this new competition, as a consequence of this online-retailing expansion (Euromonitor, *Retailing in Switzerland* 2018).

Consumer tourism

Online shopping on Swiss websites represents only 5% from the overall retail turnover. In 2017, online sales on swiss websites have grown by 5% and amounted to 8 billion swiss francs, but this remains only a small part of the national online-shopping-trend, as the majority of consumers shop on foreign websites (Maurisse 2018). Exactly 64% of their purchases are made from abroad, first from German and followed by French, American

and Chinese webshops (*The Swiss market has excellent opportunities for retailers overseas* 2018).

2.1.2 M-Commerce

The growth of mobile commerce, which is made of mobile-web-shops and apps, has continued its growth in 2017. The increased mobile penetration and usage has influenced the development of mobile versions of online stores and fueled the expansion of M-Commerce. In an environment of active consumers with a limited amount of disposable time, mobile commerce appears as an opportunity to offer a time-saving and convenient shopping experience, enhanced by the growing possibilities of cashless payment and digital wallets (Euromonitor, *Retailing in Switzerland* 2018).

2.1.3 S-Commerce

Social media is already playing an important role in influencing consumer behavior and it is expected to continue growing. Social media have been used as a branding and communication tool, but retailers are increasingly using the potential of social media to create authentic relationships and humanize the brand (Euromonitor, *Top six trends in retail*, 2016)

2.1.4 C-Commerce

Conversational commerce comes as a continuation of S-Commerce. Social media engages the conversation, but it continues on platforms such as Facebook Messenger or WhatsApp, through chatbots and voice-activated assistants that enable a direct contact with the customer. This trend is still at its beginning, but growing opportunities are to be expected from it (Euromonitor, *2017: Top Six Trends to Look Out for in Retail* 2017).

2.1.5 Marketplaces

Marketplaces continue their growth by enabling “all types of retailers [...] to take advantage of the growing e-commerce and m-commerce markets through existing infrastructure that is already trusted by shoppers” and that responds to their needs (Euromonitor, *2017: Top Six Trends to Look Out for in Retail* 2017).

2.1.6 Convenience

The swiss lifestyle is characterized by an active and fast-paced daily life, which has increased their research for convenience regarding their shopping experience. Many swiss consumers chose options that facilitate their shopping, such as “online shopping, shopping on their way back home from the office” as they prefer to allocate their free time to leisure activities. Furthermore, the highly environmentally-conscious and reluctant-to-drive to go shopping swiss consumers have never been fond of “out-of-town locations for

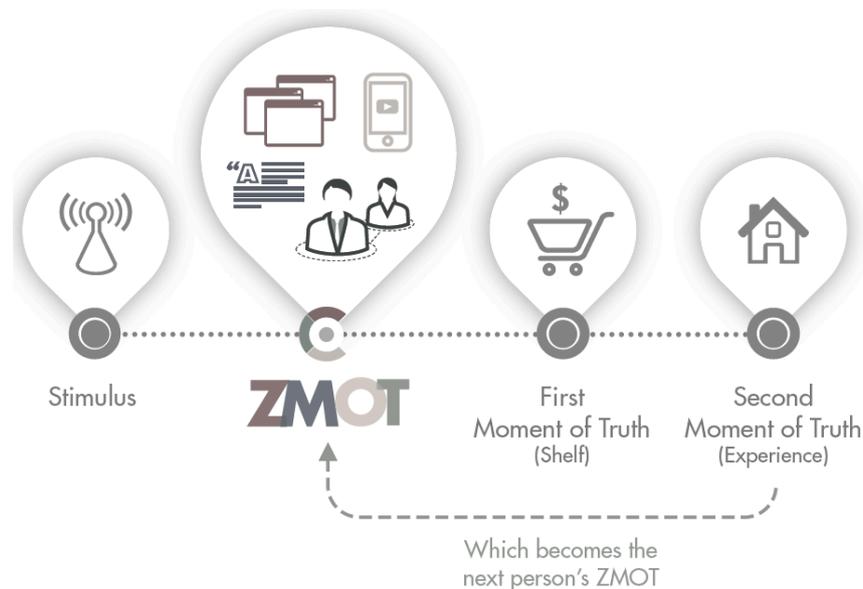
outlets". Thus, convenience is expected to be the "key driver to boost sales which offer a high level of convenience through quick service or personalized delivery" (Euromonitor, *Retailing in Switzerland* 2018).

2.1.7 ZMOT (Zero Moment of Truth)

Traditionally, three steps have long been considered by marketing forces as critical moments in the customer journey: *stimulus*, *shelf* and *experience*. In other words, the *stimulus* represents the first encounter between the consumer and the product (for example, an advertisement). The FMOT (First Moment of Truth) or *shelf*, corresponds to the discovery of the product in-store. Then, the SMOT (Second Moment of Truth) or *experience*, is the after-sale period, when the consumer uses the product (Lecinski 2011, p.15).

In his *ZMOT: Winning the Zero Moment of Truth* book, Lecinski introduces a new step in his "New mental model": the ZMOT (Zero Moment of Truth), that occurs between the *stimulus* and *shelf* step. ZMOT is the moment when, after the first stimulus, the consumer researches the product before taking the decision to visit the store and buy the product. Furthermore, the SMOT or *experience*, that is increasingly shared online by the consumers, becomes the ZMOT of other potential customers that are researching the product (2011).

Figure 3: The new mental model



(Lecinski 2011)

2.1.7.1 ROPO (Research Online, Purchase Offline)

The expansion of new technologies, internet and research for more personalized and adapted shopping experiences have influenced the rise of ROPO-shopping. With most retailers sharing their product-catalog on their website, with or without the possibility to order online, consumers have added a new step to their consumer journey by researching online before buying offline. ROPO enables to preview products or check color or size availability before trying it and buying it in store (Bergère et al. 2016).

2.1.7.2 Showrooming

In contrast to ROPO, showrooming represents the opposite phenomena: experiencing the product in-store and buying it online, from the same or another company. Despite product-information being accessible online, such as product-description or price, consumers still desire to see, touch, feel and experience the product before purchasing it (Bergère et al. 2016).

2.1.8 In-store experiences

Despite the continuous expansion of e-commerce, offline retailing remains the first shopping-channel for swiss consumers. In order to remain relevant and compete against the convenience and extensive product assortments offered by webshops, it is essential for retailers to remain-or become- consumer centric, offer experiences and trigger brand engagement (Szegegi 2018).

2.1.9 A new customer and sales representative relation

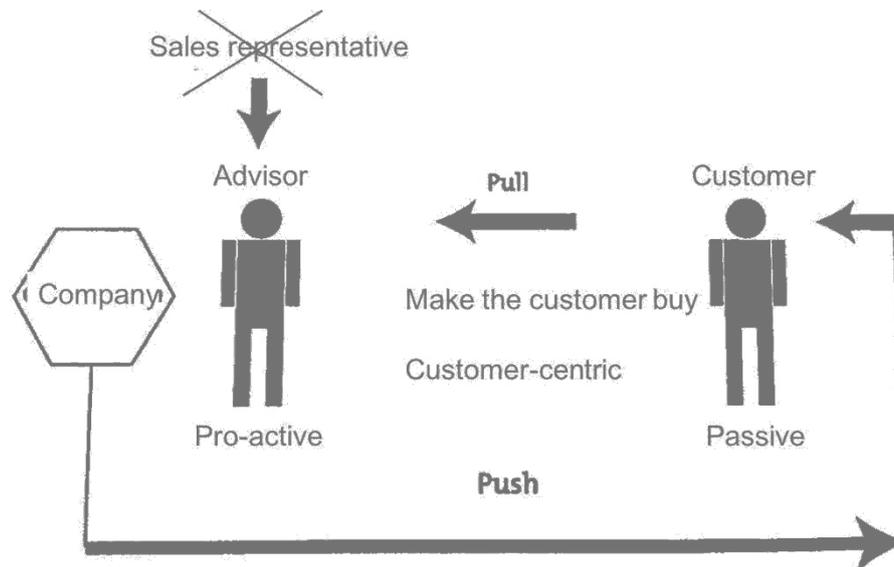
The traditional customer/sales representative relation is characterized by a sales representative that plays an active part in the commercial relation: he leads the customer to the product and sells it. R. Boucher explains that the focus in the new customer/sales representative relation is not on the product anymore but on the customer, by making him more active and participative in the buying process. The company empowers the client by enabling him to research all the information he needs through the most relevant channel for him, such as a catalogs, advertisements, blogs or forums. Then, the company offers the possibility to the customer to create his or her own product or service, through product-personalization for example. The customer takes the lead (2007).

“It is a transformative time in retail. The shopper is clearly in the driver’s seat, enabled by technology to remain constantly connected and more empowered than ever before to drive changes in shopping behavior”,

said Karine Szegegi, Partner Consumer & Industrial Products for Deloitte. The democratization of mobile payment and self-checkout have continued erasing the borders between online and offline shopping, and this tendency is expected to strengthen in the

future (2018). Furthermore, it is crucial for retailers to have a clear understanding of their target-customer, in order to grasp their purchasing and communication habits, to be able to adapt their strategy and allocate resources accordingly (Euromonitor, *Personal Accessories in Switzerland 2017*).

Figure 3 The new customer and sales representative relation



(Boucher, 2007)

2.2 Apparel in Switzerland

In Switzerland, clothing represents the largest (51%) share of online purchases (*The secrets of e-commerce success in Switzerland 2018*). Nevertheless, Apparel and footwear have faced yet another negative result in current value terms in 2017. Specialist retailers have confronted increased competition from online retailers (including pure players) and cannibalization of sales from bricks-and-clicks retailers. H&M stood out as “Switzerland’s leading apparel specialist retailer”, partly due to their capacity to target a wide category of consumers through their fashion know-how and product-strategy. On the other hand, Yendi, the “Swiss ready-to-wear company operating more than 80 outlets and employing more than 500 persons” had to close its doors after financial issues (Euromonitor, *Apparel and Footwear Specialist Retailers in Switzerland 2018*).

“In modern Swiss society, consumers choose and use fashions to express their individuality, personality and views rather than simply to follow fashion trends.” (Euromonitor, *Personal Accessories in Switzerland 2017*).

2.2.1 Slow fashion

The active, educated and environmentally-conscious swiss consumer is looking for quality over quantity, as well as responsible and durable pieces. This has influenced the emergence of a new trend: slow fashion. As opposed to the Zara and H&M business model, slow fashion is about offering quality, consistency and classic designs that will last. As a response to this new and emerging demand, the first “Slow Fashion Showcase” took place in 2017 in Geneva (Cantero 2017).

2.2.2 Personalization in products and experiences

Consumers are increasingly looking for individualization, which encourages retailers to offer personalized experiences, engage influencers and offer tailored recommendations. This is where data collection and a consumer-centric approach becomes crucial: the retailer first needs to understand his consumer in order to adapt and personalize his products and services for him (*10 Trends That Will Define the Fashion Agenda in 2018* 2018).

Furthermore, authenticity is another key trend in the Fashion business. “Customers today want businesses with purpose,” believes Tory Burch. “Obviously the product has to be A-plus but it's also really what you stand for and what you believe in.” In other words, brands have to develop, or put forward, a clear brand identity with values, and communicate it through authentic and honest storytelling (*Getting Personal* 2018).

2.2.3 From storytelling to storyliving

“Storytelling is the process of making a connection with the customer first, and selling a product second.” This starts with the core strategy of the company and is often reflected through the communication strategy of the company, as it chooses to put forward a story, the brand heritage or identity, before the product features (*Marketing 101 | Storytelling Simplified* 2014).

A change of paradigm is happening with the development of new technologies. Augmented reality (AR) and virtual reality (VR) are new tools that shift the focus from storytelling to storyliving. We have seen that consumers are no longer passive in the purchasing process, in this case he also takes action and starts experiencing the brand's story, instead of simply absorbing a message (Greenwald 2018).

With AR and VR, it is also possible to deliver an experience anywhere. This is a technology that enables to immerse the brands' universe and experience it in a flagship store, multi-brand department store, in the street or even at home. Going further, and as “brands look to deliver a ‘try before you buy’ experience for shoppers who don't want to

visit stores”, it is expected that this technology will continue to expand and serve multiple purposes (Papandrea 2018).

2.2.4 Platforms

The “convenience, relevance and breadth of offering” of platforms attracts always more consumers, looking for a facilitated way of researching and shopping for new items. They are no longer reserved for mass-market products and are increasingly looking to “provide an attractive value proposition for high-end brands, [...] taking steps like developing improved user experiences and services.” (*Platforms First* 2018).

2.2.5 Click-and-shop and UGC

Content marketing and the purchasing process are becoming increasingly closer, to the point where consumers can directly (or in just a few clicks) shop from the social media profiles of brands and see user generated content (UGC) on their online shops, next to the product they are researching, as it is not dedicated to social-media or a few platforms anymore (Papandrea 2018).

2.2.6 Influencers

Influencers are not a new trend in the apparel industry. With the rise of ad-blockers and consumers’ unresponsiveness to advertisement, influencers remain an efficient way to deliver the brand’s message in a more personalized and natural way, but companies are becoming more strategic in their use of influencers as content creators. The new trend is to strategically use this new type of advertising: companies increasingly seek longer-term collaborations with influencers that make sense to their brands, with a defined follower base that matches their consumer-target, in order to use them as brand ambassadors rather than for “one-off campaign” (Papandrea 2018).

2.2.7 Enhanced functionality

"In 2018 we'll see more brands tackle the pressures of modern lives, incorporating fit and performance properties into apparel beyond activewear," and it is expected to translate as “clothing that responds better to the weather, that travels well and is hyper-versatile.” But not only the product is concerned by this trend, as it could “also impact convenience services for the post-purchase care of apparel.” (Hendriksz 2017).

2.3 Competitive landscape

The retail environment is highly competitive in Switzerland, especially in Geneva. A high purchasing power, stable business environment, international and digitally-savvy audience attract major players, as well as newcomers, in the retail fashion industry. For the purpose of this study, mainly companies with brands offering high-quality and stylish premium basics (or *key pieces*) are analyzed (*The secrets of e-commerce success in Switzerland 2018*).

2.3.1 Pure players

Pure players, or companies “that operate only on the internet” (*Pure player definition : The digital marketing glossary 2014*) are a major part of the current competitive landscape, as they offer the convenience the active Swiss consumer is looking for. Three major companies stand out and are considered direct competition:

2.3.1.1 Zalando

The fashion online retailer holds a leading position within the global e-commerce industry and is the first online store by net sales in Switzerland (Statista, 2018), offering a cross-platform shopping experience and products that range from “shoes, clothing and other fashion items bringing together high street to high end brands and independent labels” (Euromonitor, *Zalando Company Profile - SWOT Analysis 2018*).

Zalando appeals to a large target audience through an extensive product offering and highly convenient shopping process. Convenience is at the core of the company’s strategy and the possibility to pay the product after it has been delivered is one of their main competitive advantage. This feature also represents a risk, as it results in higher return-rates, but Dominik Rief, Zalando’s director of Swiss and Austrian markets, believes that it is important to differentiate “good from bad returns” and explains for Bilan:

“It is very common in Switzerland to order a few items and afterwards decide which ones to keep, returning the rest. In other markets, like Italy, return rates are far lower. Our objective is to grow the return rates in those countries, because we think that those clients might miss a big part of our offering, as they are only buying what they’re certain to keep. While there are other products they might like.”

(Auciello 2015)

The “bad returns”, on the other hand, are very specific to pure players and directly related to color or size issues (Auciello 2015).

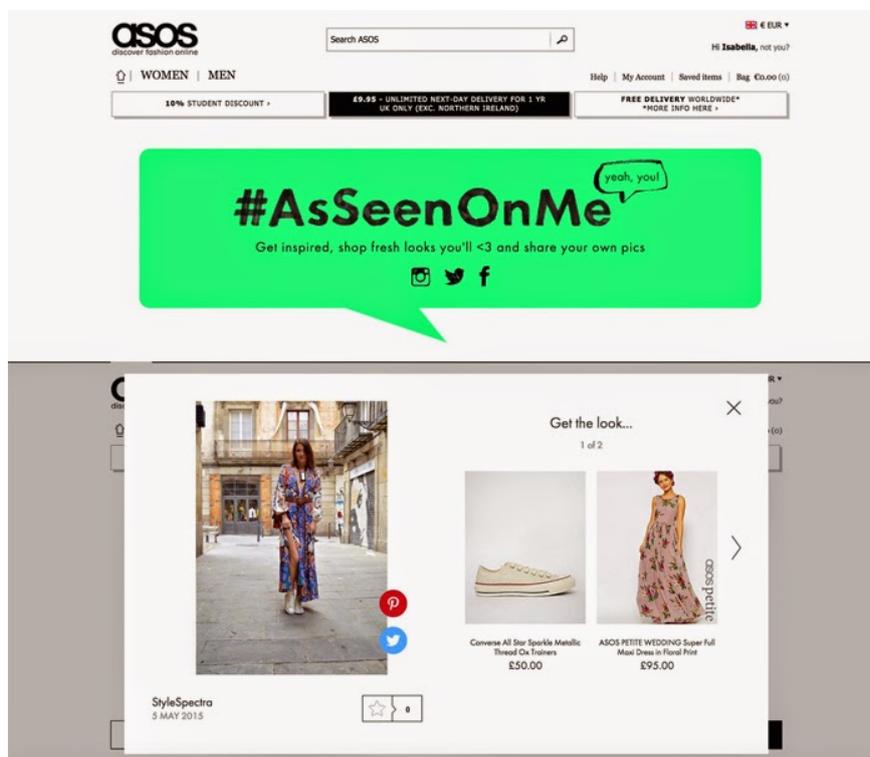
2.3.1.2 Asos

The UK-based pure player with a smaller product-range but offering a wider selection of sizes, including collections for “petite”, “tall” or “big” sizes, lowering the risk of returns for

bad fitting. Nevertheless, considered less convenient than Zalando because it doesn't offer paying-after-delivery, Asos doesn't make it on the top 5 e-tailers in Switzerland list (*Zalando: Profit is so last season 2015*).

Asos counts on a content marketing strategy and the creation of a community to keep customers loyal. The community is created through their active and successful social media strategy, paired with customer engagement that is encouraged by the possibility to share their own looks on the webshop through the #AsSeenOnMe hashtag. Unfortunately, a wide product-offering makes it impossible to have user generated content on every product, which makes the experience less consistent and thus less interesting.

Figure 4: *As seen on me* feature from Asos



(Asos website, 2017)

A new feature, Asos Marketplace, has been introduced on the webshop. Until now, Asos has offered different brands through their webshop. With Asos Marketplaces, Asos extends their offering by showcasing products from different, independent brands. In this case, Asos doesn't own any inventory and serves only as an intermediary for the transaction.

2.3.1.3 Amazon

The generalist marketplace offers a wide variety of products on its website. When it comes to fashion, an increasing number of brands are turning to Amazon to sell their products, trusting their expertise in e-commerce.

With their recent arrival to the Swiss market, and a partnership with La Poste, Amazon provides additional shopping convenience such as 24-hour delivery and a wider product-offering that comes with the swiss website (before, Swiss consumers had to visit the German or French websites) (Farine, Seydtaghia 2018).

2.3.2 Brick and mortar

Brick-and-mortar companies, that are “a traditional street-side business that deals with its customers face-to-face in [...] a store that the business owns or rents” (*Brick And Mortar* 2003), are less-common as ever more offline retailers have developed an online webshop.

2.3.2.1 Edu’s Coffee & Clothes

Inaugurated in 2011 in the Old Town of Bienne, this concept store has since been offering quality coffee and clothes to their consumers. Edu’s Coffee & Clothes⁵ do not have an online webshop, only a website that explains their concept, presents the brands they carry and indicates their location. This multi-brand store offers trendy items from different brands and a place to relax, putting experience first (Kohler 2017).



(Kohler, Le Temps, 2017)

2.3.2.2 L’Adresse

The Geneva-based store⁶ offers an atypical experience: shopping, eating, tea and desert degustation are all part of the concept. The competitive advantage and strategy remain in offering an outstanding experience and service, in this “cool corner following creative

⁵ <http://edus-clothing.ch/>

⁶ <http://www.ladress.ch/>

instincts as well as the latest trends”. The multi-brand shop carries en vogue brands for trendy and avant-gardist customers (*L’Adresse* 2018).

2.3.3 Click and mortar

Click and mortar “is a type of business model that has both online and offline operations, which typically include a website and a physical store” (*Click And Mortar* 2007). Many brick and mortar retailers have developed online shops and can no longer be considered as offline players. Nevertheless, this transition has taken different forms for different companies: some created a very efficient and complementary webshop while others didn’t offer a seamless shopping experience through the two channels.

2.3.3.1 Globus

Globus is one of the main high-end department stores in Switzerland. With an upmarket positioning, the multi-brand department store carries multiple premium brands (*Euromonitor, Switzerland: Spotlight on Key Market Trends in Luxury Goods* 2012) and has introduced a webshop in 1998 with 3000 items available online (Brossin 1998). Since then, the webshop has expanded and should reference their whole product-catalog, 120’000 items, by end 2018. Nevertheless, Globus doesn’t “aspire to become the next Amazon” and aims to combine online and offline features in order to improve the services offered to the consumer, such as conciergerie, personal shoppers or event-organization (Nikolic 2017).

2.3.3.2 Bongénie-Grieder

The family-owned high-end department store is also one of the main players in its category. Carrying the world’s most famous luxury brands, the retailer is known for its well-located stores and consumer-centric service. Bongénie’s online store has started operating in 2011 and has adopted a strategy that enabled an 85% growth in online sales in 2017. Nevertheless, the focus remains on physical stores, that Pierre Brunschwig, the president, wants to transform into more welcoming and enjoyable places by introducing cafes, restaurants and new services for customers (They 2017).

2.3.3.3 Zara

The fast-fashion brand, always offering the latest trends, is one of the most successful retailers in Switzerland. The collections are available in limited number and for a limited time: an item is available only 16 days on average. This guarantees new products and new collections every time a consumer visits the store (Vakaridis 2017). Moreover, Zara provides the possibility to shop all its catalog online and, in an attempt to offer cross-channel shopping, integrates QR codes on its etiquettes in store, so the consumer can scan it and buy online.

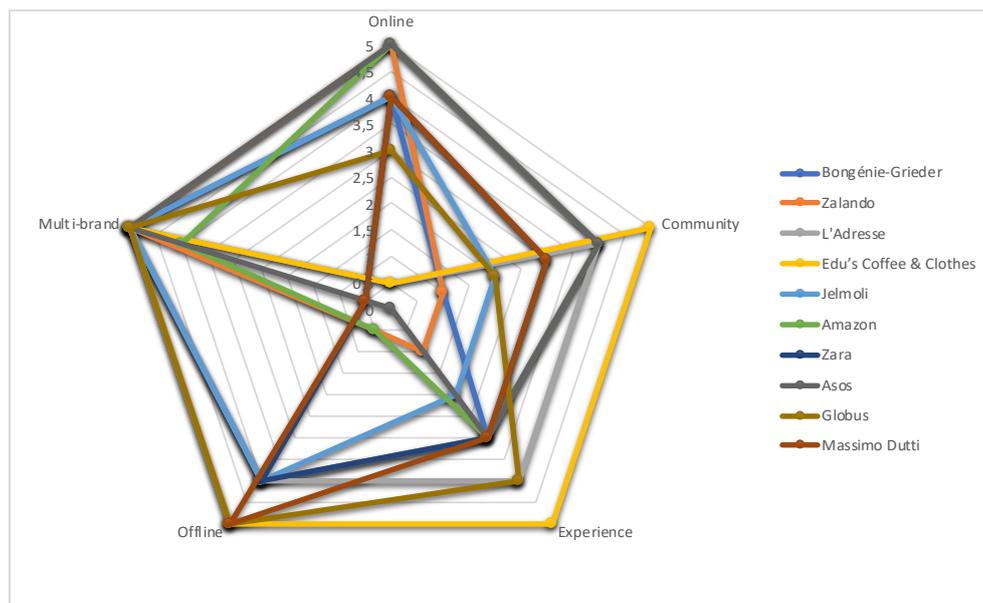
2.3.3.4 Massimo Dutti

Inditex owns both Zara and Massimo Dutti brands, and the latter is the more elegant and basic-style one. Massimo Dutti is a premium brand known for quality and stylish basics (Dayan 2006). The brand owns multiple stores in Switzerland and also has an online presence, through a webshop that addresses consumer needs, such as the possibility for the consumer to enter her measurements to find the size that fits (*Massimo Dutti Switzerland 2018*).

2.3.4 Overview

The competitive landscape is diversified, as it includes pure players, brick and mortar and click and mortar models. These are characterized by different features, as illustrated in Figure 5. On this perceptual map (Gray 2017), the competitors have been compared through five criteria: online presence, offline presence, multi-brand products, community and experience.

Figure 5: Overview of the competitive landscape

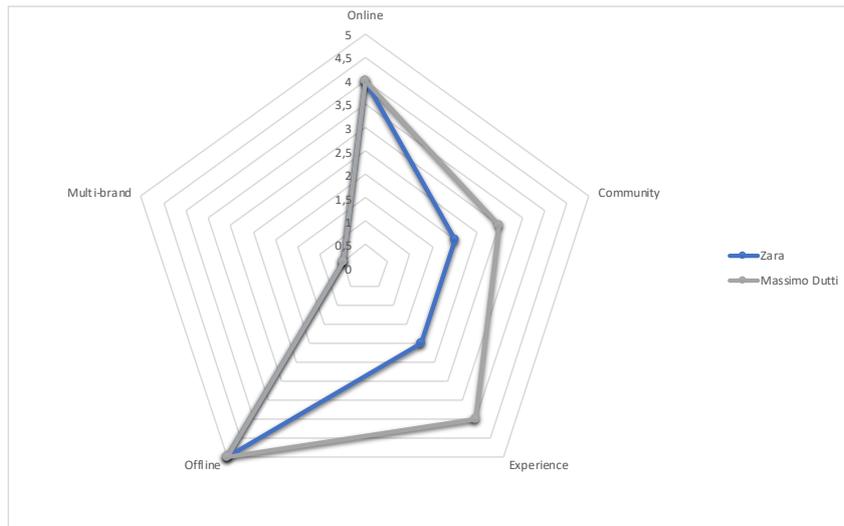


(Mustajbasic, 2018)

When separated into different categories, such as mono-brand competitors, offline-only, online-only or offline-and-online multi-brand competitors, it is easier to understand the different features characterizing these models.

Figure 6 shows the characteristics of competitors such as Zara and Massimo Dutti: both are mono-brand retailers, which allows them to successfully integrate both online and offline channels. However, the two brands are not focused on experience and community creation.

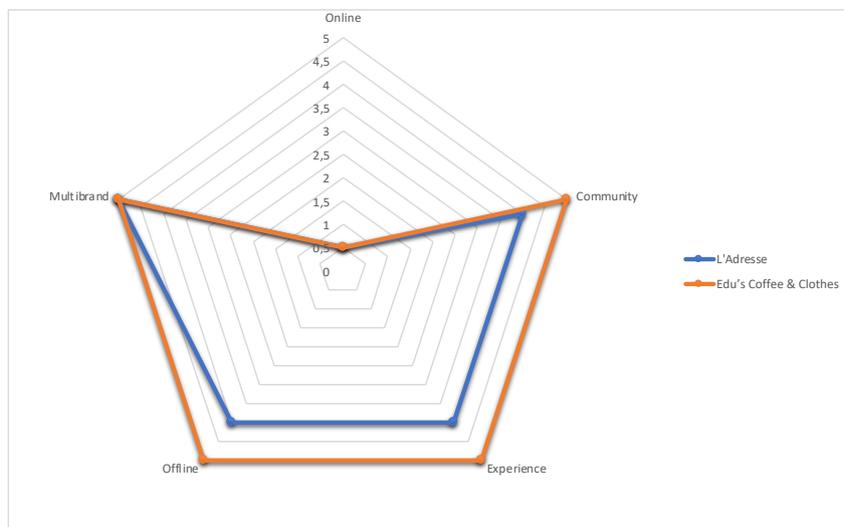
Figure 6: Mono-brand competitors



(Mustajbasic, 2018)

In Figure 7, offline-only competitors L'Adresse and Edy's Coffee & Clothes illustrates the high consumer-centric approach of both retailers. They carry multiple brands in their stores, and their concept allows for a highly experiential store-visit, as well as community creation through the on-site presence of restaurants and cafes.

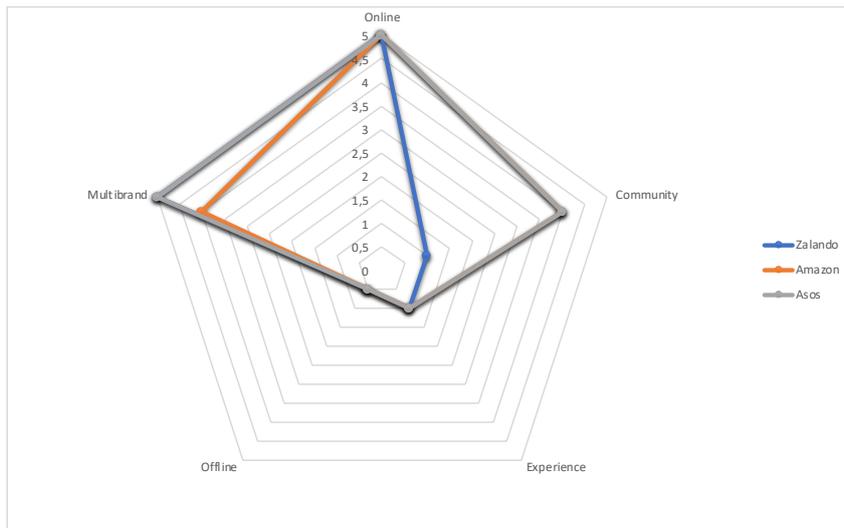
Figure 7: Offline-only competitors



(Mustajbasic, 2018)

The online-only competitors in Figure 8, pure players Zalando, Asos and Amazon offer multiple brands and a wide variety of products, but lack in experience creation. When it comes to community engagement, only Asos stands out with the possibility to share outfits on the website.

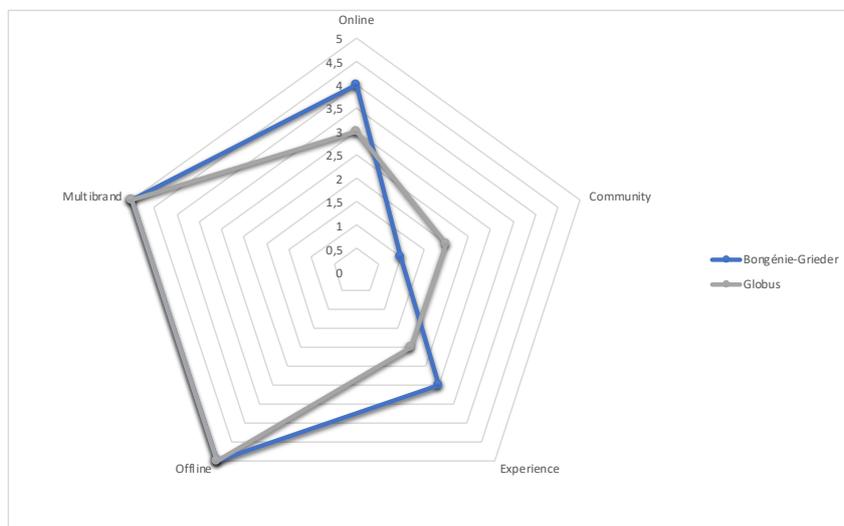
Figure 8: Online-only competitors



(Mustajbasic, 2018)

Direct competitors Bongénie-Grieder and Globus are present both online and offline, while offering an extensive assortment of brands. However, the department stores do not perform well in community engagement and experiential shopping, as shown in Figure 9.

Figure 9: Online and offline multi-brand competitors



(Mustajbasic, 2018)

This analysis points out that in Switzerland, generally speaking, different categories of retailers provide different forms of benefits to the customer: pure players focus on convenience, brick and mortars on experience while community engagement is a notable absentee in both categories.

2.4 Consumer trends

A fast-changing environment, new technologies and easy access to information are influencing the emergence of new consumer behaviors. In the *Top 10 Global Consumer Trends for 2018* rapport for Euromonitor about the “emerging forces shaping consumer behavior”, Alison Angus analyzes the new attitudes shaping consumer behavior (2018). The concept that will be introduced through this study is based on the following trends:

2.4.1 Clean lifers

Clean lifers have grown up with a deeper understanding and awareness of global issues, as they have been confronted to “deep recession, terrorism and troubled politics” through a major part of their lives. This has influenced their attitudes and shopping behaviors: “clean-living, minimalist lifestyles, moderation and integrity” are key to them.

With strong values, they are convinced that their voice matters and it translates through their daily choices. Clean lifers avoid “unmeasured or uninformed spending”, as they are impressed and impress through shared experiences rather than ownership (Angus 2018, p.3).

2.4.2 The borrowers

The borrowers are reshaping the economy by being “community-minded sharers, renters and subscribers”. They are characterized by their desire to have easy access to products or services, “whether through sharing, swapping, renting or streaming”, rather than own them. But they are not only ‘consumers’ of this new model, they also happily contribute to it by sharing their skills or goods (Angus 2018, p.7).

2.4.3 View in my roomers

In this new era of technology, View in my roomers will more than ever be blurring the borders between perception and reality, “merging digital images with physical space”. Consumers expect to be able to visualize the product and related information before they buy it, be it online or in store. Companies like Sephora or Ikea are already surfing on this trend and allowing consumers to experience their products before purchasing them. The technology enhances the experience and lowers the risk of returns or disappointment due to color or size while shopping online at Sephora, or buying in store at Ikea (Angus 2018, p.20).

For Ikea, it takes the form of an App, *Ikea Place*, that allows the customer to preview how the furniture will look in their home, thanks to augmented reality (AR) (*Ikea Switzerland* 2018).

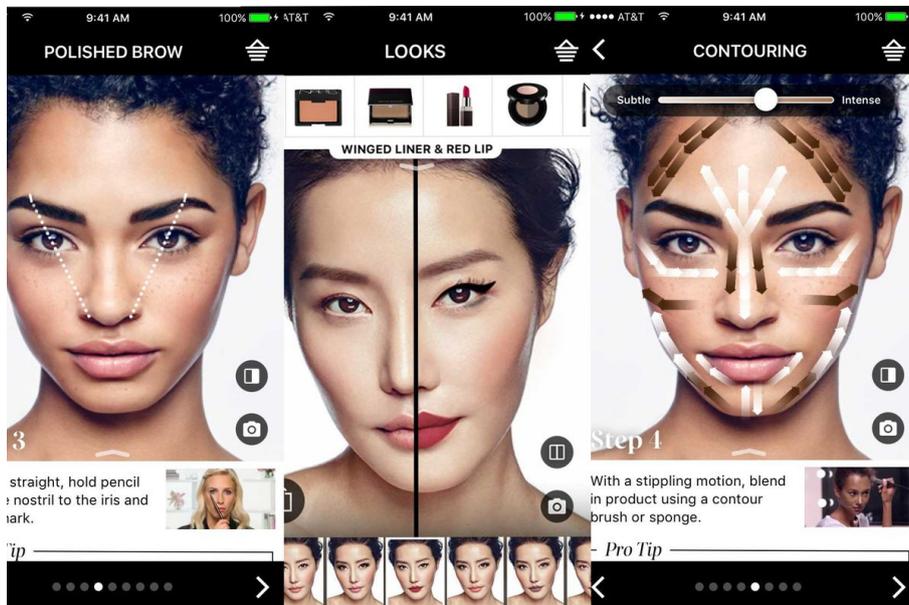
Figure 10: Ikea Place app



(Ikea Switzerland 2018)

The Sephora app uses the same technology and has introduced a *Virtual Artist* in 2017, which enables the customer to try on different makeup looks and products using their front camera. Sephora also uses AR to educate their consumers about their products, through tutorials that demonstrate -on your face- how to use them (Carman 2017).

Figure 11: Sephora's Virtual Artist



(Carman, 2017)

2.4.4 Sleuthy shoppers

Consumers are more informed than ever, and their trust should not be taken for granted as they are more emotionally involved and active in their shopping behavior. Sleuthy shoppers are “investigative consumers”, they do not trust advertisement anymore and rely on independent sources of information to decide if they should trust a brand or not. Used to “empty rhetoric and soothing words”, they are looking for honest and straightforward companies that answer their questions and take action rather than discuss topics. “They are serious about the causes in which they believe. This intensity extends to their view of the companies they buy from, or even work for, and every company is judged as either a friend or an enemy to their cause.” (Angus 2018, p.24).

2.4.5 I-Designers

Careful about their spending, I-Designers are also impacted by the shift from ownership to experience (see The borrowers trend). As a result, the customer journey is evolving, and consumers are getting closer to the product creation process. “For some, merely to own is unrefined, but I-Designers, participating in creation, design and build, are seen as sophisticated connoisseurs”. Social media has fueled this desire of personalization and authenticity where customers proudly expose their purchases and show “how I made it mine” (Angus 2018, p.27).

2.4.6 Co-living

The Co-living trend is on the rise due to higher rents and people “embracing the sharing economy as a lifestyle”. These co-living spaces welcome residents with shared interests and values and has become a way of life. Co-working is one variant of this co-living lifestyle, where independent workers and students prefer to work and study in a shared environment with peers rather than individually and on their own (Angus 2018, p.30).

These trends enable us to grasp the new values and drivers influencing consumer behavior and reinventing the purchasing journey. It is essential to take the new consumer trends into consideration as a consumer-centric approach is crucial in order to meet the customer right where he is and offer him or her the expected experience and respond to their latent needs.

2.5 Best practices

Following these trends, different concepts have emerged around the world, ranging from curated stores to stores with no stock. In this section, five new concepts are analyzed with the objective of grasping their key success factors.

2.5.1 L'Exception

The multi-brand pure player created in 2011 has opened its first store in 2016. Located in Paris, the concept store builds bridges between its webshop and physical store.

The digital DNA of the brand remains present in store, as the customer has the possibility to discover the whole assortment through iPads and learn about the products and directly buy online thanks to QR codes on the etiquettes, which also allow sales representatives to verify stock and available sizes and colors.

The in-store shopping experience becomes more convenient: there is only a small part of the assortment present in-store and technology enables to counter this, by providing easy-access to the whole collection. In a complementary manner, the online shopping experience is enhanced by allowing the customer to try on and pick-up items bought on the website (Lermite 2016).

At L'Exception, the key success factors (*L'Exception, Concept Store Créateur* 2018) are the following:

- **A selection of designers and styles**

L'Exception aims to discover, select and present renowned and new designers to customers that trust l'exception's expertise and taste. Therefore, the customer visits the online or physical store knowing that the shop will offer items and styles that match his/her taste.

- **Stock availability information**

On the webshop, the customer has access stock availability and therefore can check if the items and desired sizes and colors are available in-store.

- **Try in store**

If an item is not available in store, it can be requested to be ordered and prepared for a *try on in store*. Up to five items can be selected free of charge and requested for an in-store fitting (Alexander 2016).

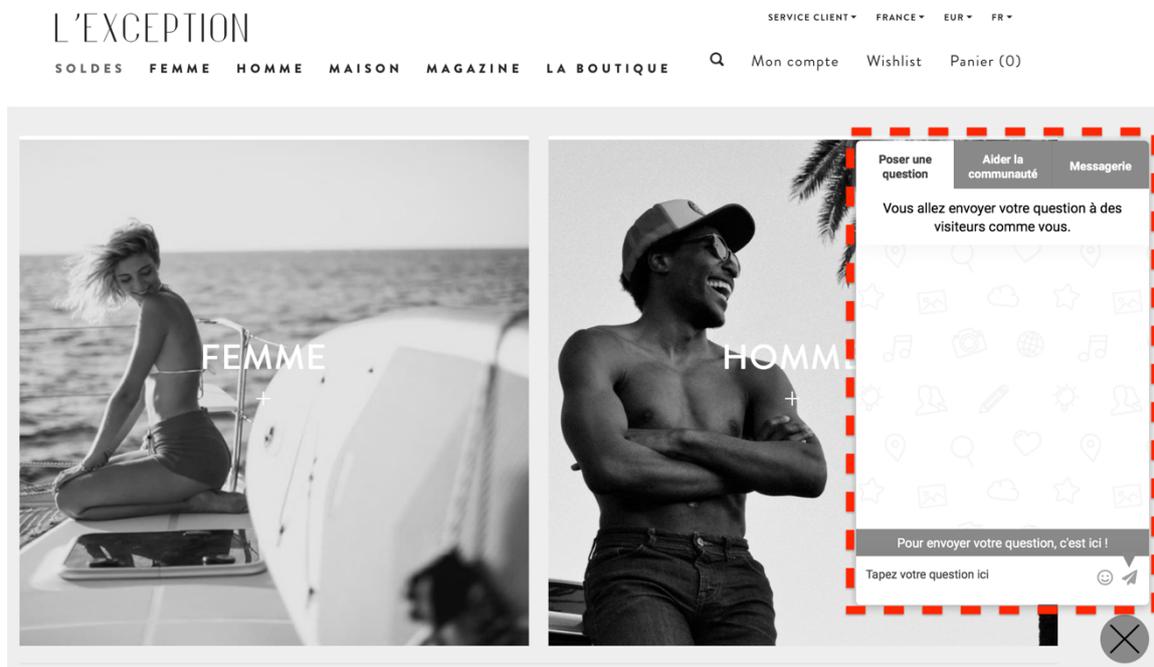
- **The Golden Zone**

In the middle of the concept store, the Golden Zone highlights a new designer each week (Alexander 2016), which underlines the fact that L'Exception is not meant to be mass-market, but selects designs and designers that will be adopted by its target customer and community.

- **One-click customer service and community chat**

In case the customer needs assistance, he is provided with two options: he can contact customer-service through only one click or ask a peer through the community-chat (L'Exception, Concept Store Créateur 2018).

Figure 12: The community-chat

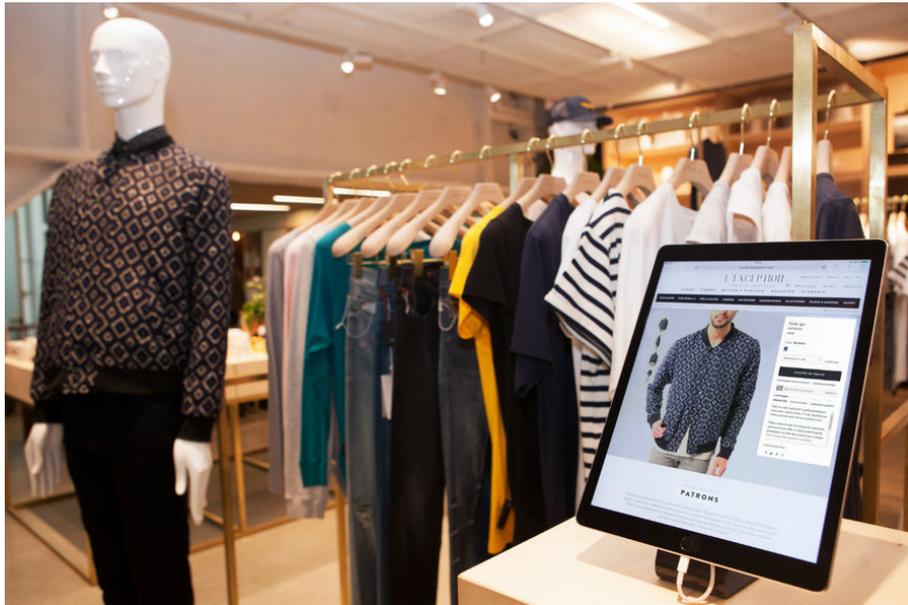


(L'Exception, Concept Store Créateur 2018)

- **iPads as store enhancement**

Next to the items displayed in store, iPads serve as an enhancement of the in-store experience as they allow the customer to access the whole product assortment available online, but also learn more about the product and the brand (Lermite 2016).

Figure 13: iPads as store enhancement



(Lermite 2016)

- **Fitting room apps**

In the fitting room, iPads installed in the wall allow the customer to access information about the selected items, size and color availability in store and online, and request the sales assistants to bring another size to the fitting room. Moreover, the app also allows the store to track fitting-turnover, the most tried-on items, and conversion rates (Lermite 2016).

2.5.2 Wishibam

At Wishibam, technology is used to humanize online shopping. While webshops are known for being convenient, the Paris-based pure player wants to bring the main benefit of in-store shopping to the customers' phone or laptop: personalized human advice.

The marketplace offers an extensive product-catalog of various brands and, by providing personal assistants to their online customers, fusions the immediacy from online shopping with the experience provided by personalized service (Roche 2017).

Wishibam's key success factors are the following:

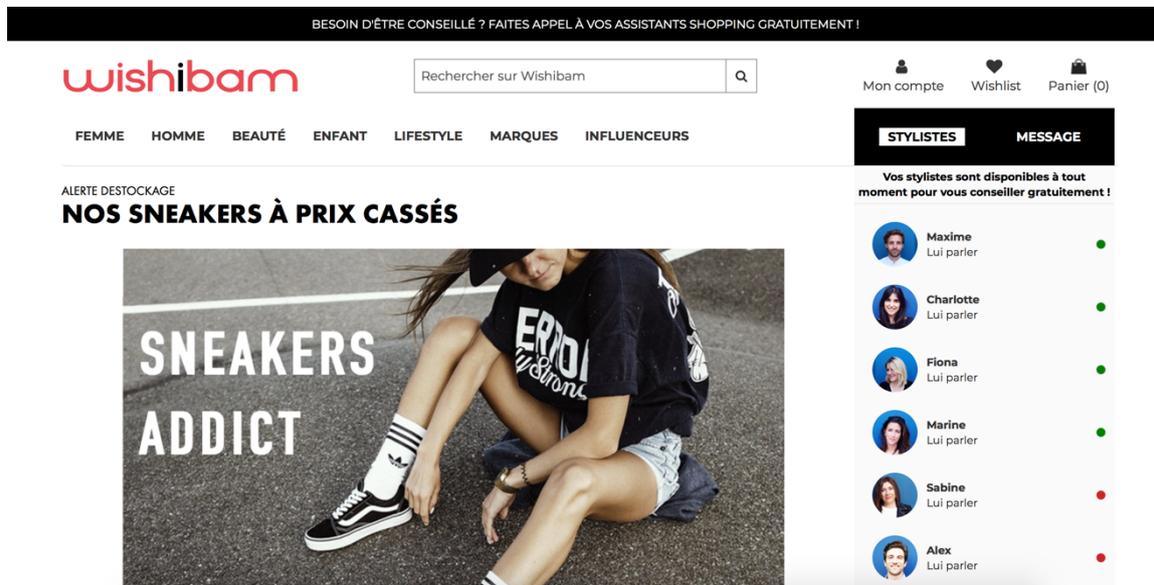
- **Convenience of a pure player**

Wishibam offers the convenience that comes with the business model of a pure player: easy access to a wide variety of items, extensive brand assortments, free delivery and return.

- **Experience of a physical store**

The personal shoppers at the clients' disposal free of charge bring a human aspect to the online shopping experience. The convenience of a webshop is enriched by a human touch, the personalized advice and service offered by the personal shoppers.

Figure 14: Personal shoppers at the customers' disposal



(Wishibam website, 2018)

2.5.3 L'Appartement de Sézane

Morgane Sézalory launches her Paris-based brand Sézane in 2013. Four collections a year are completed with frequent limited-editions and sold exclusively on her website, sezane.com. In 2015, the designer decides to create the brand's first physical space and opens *L'Appartement de Sézane* in Paris. It aims to welcome the customer into the brands universe and offer a new shopping experience, as there is no stock and no cashier (Chadenat 2015).

The store has adopted a showroom-model, where the customer enters a space that resembles more an apartment than a fashion store. In *L'Appartement de Sézane*, the whole brand's assortment is presented for the customer to touch, try and experience before buying online. Laptops and tablets enable the purchase, while a courier delivers the purchased items in 48 hours. If the customer decides to order directly on the app, she can scan the desired product's etiquette and easily have access to it (Chadenat 2015).

The key success factors identified in this concept are the following:

- **Conviviality**

The apartment, that is more a living space than a store, gives a sense of warmth and conviviality to the consumer and makes her feel at home. This allows a hassle-free shopping experience, where the customer takes all the time she needs to try, feel and experience the products and the brand: at her pace and on her own (Chadenat 2015).

- **Basics**

The collections are made of reworked versions of basics that are produced in a limited quantity. This gives a sense of uniqueness to the consumer and urges the act of purchase as the desired item might be out of stock soon. Moreover, the items are quality basics with the brands' DNA (Chadenat 2015).

Figure 15: L'Appartement Sézane



(Chadenat 2015)

2.5.4 Nordstrom Local

Nordstrom is a chain of department stores in the United States, created in 1901 (*Nordstrom History* [no date]). Nordstrom Local is the department store's smallest and youngest location yet- 3'000 square feet instead of the usual 140'000, launched in 2017 (Andrews 2017).

Not only the size differs from its usual stores, Nordstrom Local is a completely new concept: there is no stock, but personal shoppers, onsite tailoring, nail services and complimentary refreshments are part of the experience. Also, customers are provided with in-store or curbside pick-up after they purchased their items online (Andrews 2017).

“There aren't store customers or online customers — there are just customers who are more empowered than ever to shop on their terms,” Erik Nordstrom, co-president of Nordstrom, told the Wall Street Journal.

(Andrews 2017)

The key success factors of this new concept are the following:

- **Personal Stylists**

Customers are provided the possibility to book an appointment with a personal stylist, free of charge. As the store does not have any stock, sales personnel can allocate a major part of their time to providing advice and service to customers.

“Shopping today may not always mean going to a store and looking at a vast amount of inventory,” Shea Jensen, Nordstrom’s senior vice president of customer experience, told the Wall Street Journal. “It can mean trusting an expert to pick out a selection of items.”

(Andrews 2017)

- **Buy Online, Pick-Up In-Store or Curbside Pickup**

The store also serves as pick-up location for online purchases, which enables Nordstrom to have a higher control over the online shopping experience, up to the delivery-or handing in- of the purchased items. Keeping the focus on customer-satisfaction, Nordstrom sales representatives even walk your purchases out to your car on request (Andrews 2017).

- **Same-Day Delivery**

The lack of stock enables the customer to have access to a wider product assortment in-store, while Nordstrom guarantees same-day delivery for the purchases bought in store. Another option is to indulge a drink or a manicure, while waiting for the purchased items to be delivered in-store (Andrews 2017).

- **Onsite Alterations & Tailoring**

The objective of this concept store is to provide services and an exceptional shopping experience to the customer, and onsite tailoring and alterations are part of this, as Nordstrom aims to respond to client’s desires without them having to leave the place (Andrews 2017).

- **Style board**

The Nordstrom Style Board is a new tool that enables sales assistants to create personalized style boards for customers, with theme-based recommendations such as “summer vacation” or “wedding”. The customer can access his style board through the app and website, and directly proceed and purchase the items or message the sales assistant for even more personalized advice (*Nordstrom.com* 2018).

Figure 16: Nordstrom Local



(Nordstrom.com 2018)

2.5.5 Nike by Melrose

Nike by Melrose has been launched in Los Angeles in 2018 and combines digital offering with 4'000 square feet of physical space. "This much more represents how consumers are thinking about shopping. They don't put the wall up between physical and digital," says O'Neill, president of Nike's direct-to-customer business (Green 2018).

- **Data from online purchases**

Nike by Melrose uses the data from online purchases and visits from customers in the area to elaborate the product-catalog offered in-store. In this way, the products displayed more accurately represent the local tastes and demands for products.

Moreover, the services offered in-store are personalized through the data collected online or through the Nike Plus loyalty program, which provide information about the customers' shopping-profile and tastes. Thus, many of the services are only available to Nike Plus members (Green 2018). Consequently, this also promotes the loyalty program and will contribute to its growth.

- **Best-sellers (or basics)**

The product-offering, which usually changes with the seasons, will also be made of a collection that resembles the "best-sellers" category online. This collection contains the quality basics that are always demanded, despite seasonality (Green 2018).

- **Try on pre-reserved shoes**

“Smart” lockers are present in-store and allow the customer to retrieve the items pre-reserved online for try on. The lockers can be opened directly by the customer, through a code scanned on their smartphone (Green 2018). This feature enhances the shopping experience while increasing convenience.

- **Nike Express Sessions**

The customer has the possibility to book Express Sessions with a sales representative, who will dedicate his time to help the customer to find the pair of shoes that suits his needs. A room is dedicated to these sessions, with a treadmill for the customer to test the shoes onsite (Green 2018).

Figure 17: Nike by Melrose



(Nike News 2018)

The five concepts analyzed in this section come from different countries, different business models and target different customer-types. Nonetheless, with increasingly demanding and informed consumers, and a highly competitive landscape, they face the same need to tackle the global consumer-trends and drivers in order to stay relevant for the customer.

Developing a product and building a brand around it is no longer sufficient. It is crucial for the customer to be at the very center of the companies' strategy: this starts by understanding who the customer is, what are the causes that matter to him, what drives him and how can the company- and the product- help him become the person that he aspires to be.

This crucial consumer-centric approach allows the brand to gain in authenticity, while honesty and simplicity will foster a long-term and loyal relation.

The previous analysis of the swiss business environment, the competitive landscape, consumer trends and existing concepts has provided a clear understanding of the key success factors necessary for the introduction of a new concept to the swiss market. One that aims to respond to the Swiss' purchasing habits and tastes when it comes to fashion, while offering a seamless and friction-free shopping experience that communicates the same way swiss do: cross-channel.

3. Introducing the concept

The concept that is introduced includes the collected information in the analysis above and takes the form of an online platform that serves as intermediary between fashion shoppers and brands, in other words: an e-marketplace. The peculiarity of this marketplace, named Le Salon, lies in the fact that it doesn't aim to provide an extensive assortment to a wide typology of customers, but instead will curate items from different brands that offer similar styles to a specific target-customer.

The platform also takes a physical form that endorses the same role as the online marketplace: it carries no stock, but serve as intermediary, through a retail-showroom, for brands to present their collections and customers to try them on.

3.1 Segmentation

The city of Geneva is characterized by its urban, trendy, highly-educated and international population with high purchasing-power, which makes the city an ideal location for the introduction of a new shopping concept.

Le Salon brings the most value to urban, financially-independent and curious women living in Geneva. Part of the upper-middle and upper social economic class, they are young professionals or professionally accomplished career-minded women.

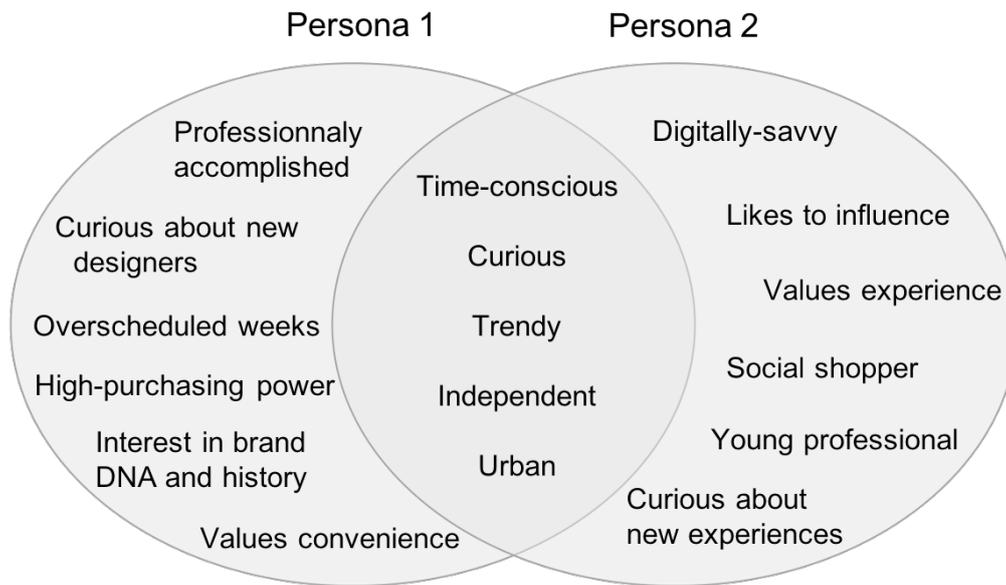
They are modern and fashionable, but without blindly following trends. They like to express themselves through their clothing, by buying key quality pieces that they style in their own way. They are looking for new independent designers to discover and enjoy wearing pieces that haven't become mainstream yet.

Considering their busy schedules, convenience is essential to these active and time-conscious shoppers, but they enjoy experiencing brands and high service when they decide to allocate time for it.

3.2 Targeting

Following the definition of the segment to which the concept brings the most value, we can further refine it into two personae that will be considered as target-customers for this new shopping-concept. The common characteristics to both personae are their independence, the fact that they are time-conscious and that they have an urban and busy lifestyle. They are both curious about new trends and consider themselves to be trendy.

Figure 18: The defining characteristics of the two personae



(Mustajbasic, 2018)

3.2.1 Persona 1 – The time-conscious and practical shopper

The first persona is a career-minded, highly-educated and professionally accomplished woman. She has overscheduled weeks and is very time-conscious. She shops for fashion items when she needs something new, and values high quality and lasting pieces that she can style her own way. Her clothes need to combine elegance and practicality, and the same goes for the shopping experience, as she is looking for convenience first but expects service and experience along the way. She enjoys discovering new designers and trends, and even if she does not consider herself a trendsetter, she likes being one of the first to wear an emerging designer. She is loyal and ready to pay a higher price for brands that combine quality products and the service she is looking for.

3.2.2 Persona 2 – The overconnected and social shopper

The second persona is a digitally-savvy and overconnected young professional that aspires to a successful career. Between her time-demanding job and the social events she can't miss, she has little free time. Nevertheless, she enjoys shopping and spend time in stores. She will thus allocate time to shopping, which she considers leisure and an occasion to spend time with friends. She likes to influence and share her shopping experiences on social media by posting directly from the store. For her, shopping is a special event and she considers that she is paying not only for the product, but the service and the whole experience.

3.3 Interview results

The interviewees have been chosen after the definition of the two personae. Thus, the interviews aim to grasp a deeper understanding of the needs and expectations of both personae when it comes to apparel-shopping. Furthermore, the collected data should provide enough information to draw a clear and detailed consumer journey for each persona, as they are expected to have different shopping habits considering their different lifestyles. The first part of the interview aims to start the conversation about their shopping habits and preferences, by asking about their last shopping experience. Then, the interviewees rank multiple features as important or not for a pleasant shopping experience. This is followed by the presentation of five concepts to the interviewees, to which they react by telling if they like it and if so, explain why. Finally, the interview concludes with a few questions that draw their shopping profile.

The time-conscious and practical shopper

For the first persona, the time-conscious and practical shopper, two career-minded and very busy women from Geneva have been interviewed. Both showed a clear preference for online shopping, and their first and most important criteria for a pleasant shopping experience is convenience. The last purchase they recall happened online, and they explain that they usually shop only when they really need something. They have their habits and visit the usual webshops they trust. They “buy online because it’s more practical. [They] usually shop in the evening after working hours, once [they] arrive home from the office.”. It is the only time when they have time for shopping, so they shop online. Usually, the only retail stores they visit are those in airports. They also “don’t have to carry the clothes as they arrive to [their] home”, which facilitates the experience.

It is important for them to have that convenience, especially because it is easy to have access to a wide assortment of products. The negative side of it is “having too much choice, when at the end only a small part of it matches [their] taste and style”. Also, it is always complicated to order the right size when buying clothes, given it can vary depending on the country or the brand. Nonetheless, they still prefer it to in-store shopping, where they rarely find what they are looking for, in the right size and the right color. And even when they do, it is simply too time-consuming. Nevertheless, they are still interested in experiencing a brands’ universe, they just lack the time.

The concept both interviewees prefer is Nordstrom Local, especially the private sessions that can be booked with the stylist. For them, it was time well-invested given that the stylist curates clothes and accessories for them, which saves time as they don’t have to go through the whole assortment and look for their size in-store.

It is very important to them to have multiple brands and styles at the same place for easy finding and comparing of products. A large choice of items, trying on before buying and home delivery are also crucial, but advice from friends and same-day delivery are not important at all.

The overconnected and social shopper

For the second persona, the overconnected and social shopper, three interviews have been conducted with three young professionals living in Geneva. The three of them showed a clear preference for in-store shopping, even if they often shop online- but only for the brands and products they cannot find in Switzerland. What they are looking for is experience: they love shopping and consider it leisure; thus, they often spend an afternoon shopping even if they do not need anything in particular.

When they go shopping knowing exactly what they are looking for, it is because they have seen the item on Instagram on their friends or favorite influencer. They shop in-store because they love discovering new brands and products, but also because they are impatient. They do not like waiting for a product to arrive, and dislike even more having to return it because it does not match the expectations they had when ordering it online. In store, they can also enjoy the advice from the sales assistants, that they consider brand representatives and hence value their opinion. Moreover, as for them shopping is a real experience, ordering something online from home does not come close to the time they could spend with their friends shopping in the city.

Nonetheless, they do not enjoy every part of in-store shopping. They find it frustrating when they need to visit multiple stores before finding what they are looking for, or when the stores are too crowded for it to be enjoyable. Moreover, the experience they live in-store does not always match their expectations: sometimes, they are not welcomed and served in the manner they would love to and experience more of a “you come, you buy, you leave” shopping, which they resent.

Nordstrom’s Local concept store is their favorite concept, as they value experience and advice from professionals. Moreover, having a personal shopper at disposal matches the high expectations they have regarding service when shopping in-store.

Finally, it should be added that they highly value advice from friends and influencers. Experiencing the brands’ universe is also very important, as well as trying on before buying.

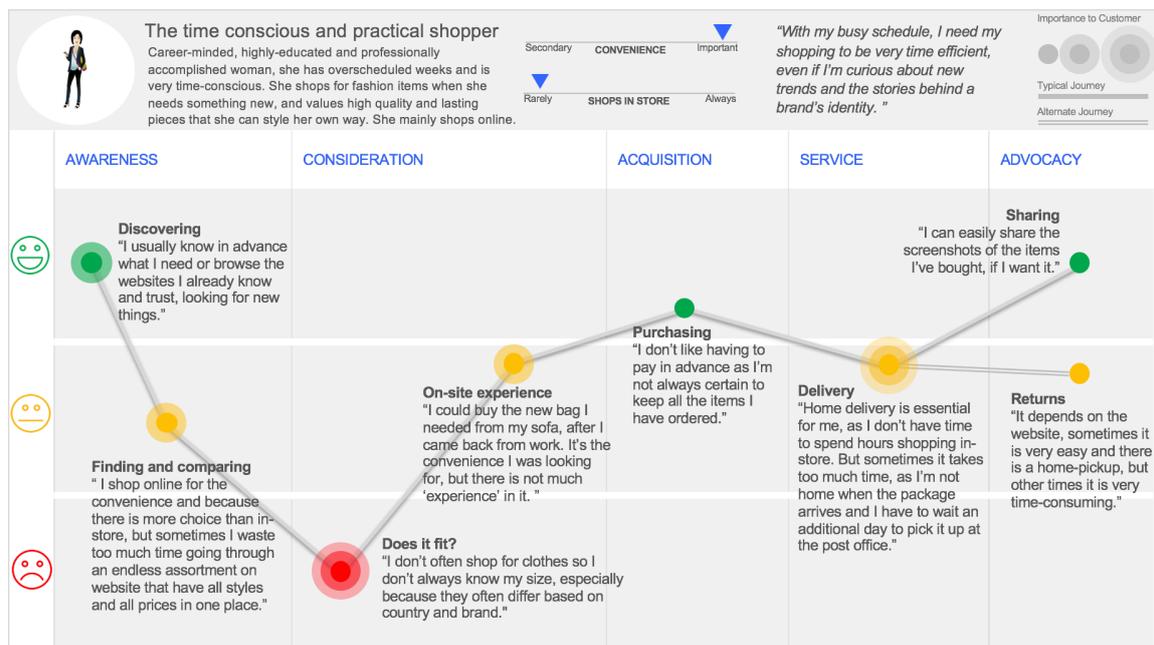
3.4 Consumer journey

The survey results analyzed in the previous section enable a clear understanding of the consumer journey for each of the personae, which underline the pain points and highlights the customers go through. Being aware of both the positive and negative aspects of the customers' journey allow for a consumer-centric and targeted strategy that aims to enhance the gains and improve the pain points.

3.4.1 Consumer journey of the time-conscious and practical shopper

The time-conscious and practical shopper usually shops when she needs something and visits the webshops she knows and trusts. She finds convenient to have access to a wide variety of products but does not find it very practical when there is too much choice and she needs too much time in order to find what she is looking for. Here lies an opportunity for curation, as it would be convenient and time-saving for her to have someone who knows her taste pre-select and present to her items she might like.

Figure 19: The consumer journey of the time-conscious and practical shopper (Appendix 7)



(Model adapted from Kerry Bodine & Co, quotes from interviews)

The main pain point of her consumer journey to improve is finding her size. It is difficult online to be sure that she has selected the right size, as these might vary between brands and countries. Her on-site experience is mainly convenient, which is what she was looking for. Nevertheless, she would enjoy a more experiential shopping time, but time remains the main obstacle.

The purchasing process is considered easy and hassle-free, the only negative part is related to returns, as she doesn't like to advance the payment for items she might have to return.

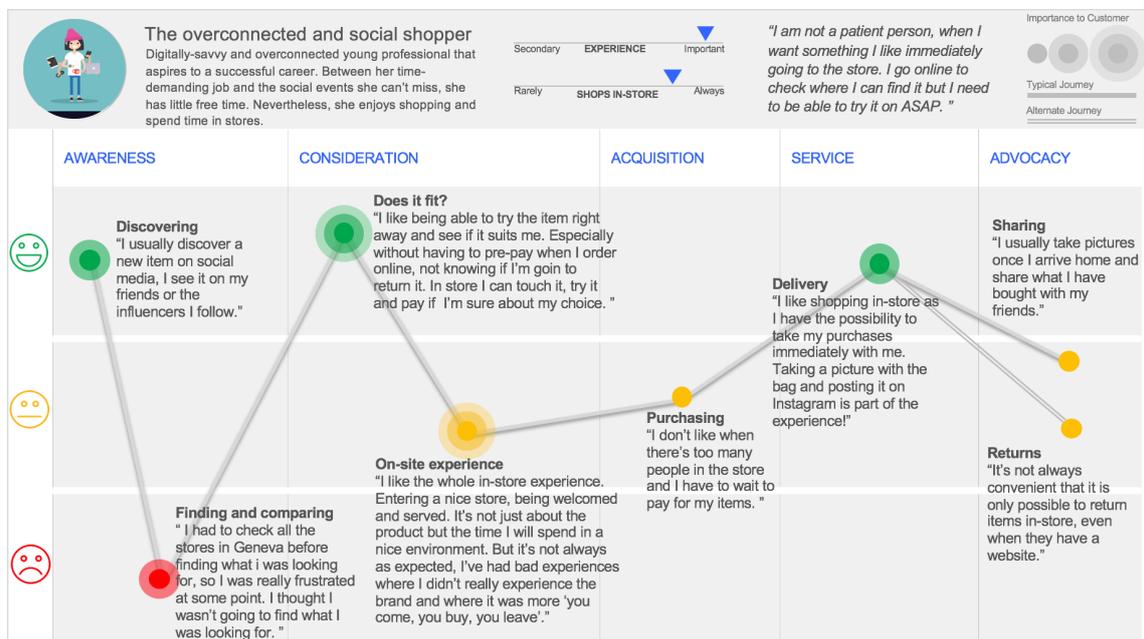
The home-delivery that is offered with online shopping is very convenient for her, but it is not always adapted to her busy lifestyle. Indeed, the package often arrives to her home when she is at work and this means that she has to pick it up at the post office- which adds a day to the waiting process.

Finally, the journey finishes either with the customer sharing her newly bought items with her friends or returning it because they do not match her expectations.

3.4.2 Consumer journey of the overconnected and social shopper

The overconnected and social shopper discovers the items she wants to buy on Instagram, on the profiles of her friends or influencers she follows. The main difficulty remains in finding the item once she has seen it on social media, which could be an opportunity for shoppable links and social shopping.

Figure 20: The consumer journey of the overconnected and social shopper (Appendix 8)



(Model adapted from Kerry Bodine & Co, quotes from interviews)

As she shops in-store she can try on the items she's interested in, so fitting is not an issue. However, the on-site experience can be negative as she has high expectations for the service and overall in-store experience. Her opinion can be further damaged by an overcrowded store and long waiting lines. She is not a patient person, so she finds very

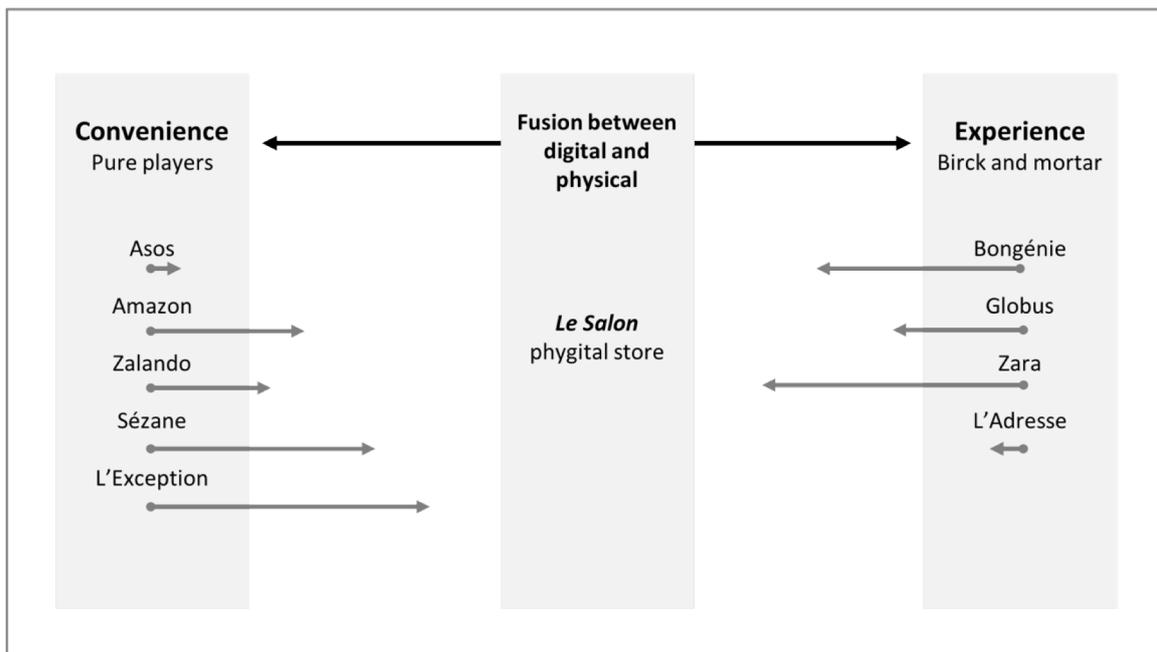
positive to be able to walk out the store with all her purchases, as she doesn't like to wait for home-delivery.

If she's happy with her purchases, she shares them with her friends by sending them pictures as soon as she arrives home. However, she doesn't like having to go back to the store in order to return some articles. Fortunately for her, it happens rarely as she has the possibility to try the items in-store.

3.5 Differentiation

Neither e-commerce nor brick and mortar businesses have succeeded in meeting the customers' needs in terms of shopping experience. As consumers' lifestyles are changing, so are their shopping habits and retailers seek to adapt their business models accordingly. Thus, brick and mortar retailers are trying to become more convenient and accessible by launching online stores, while pure players that are known for their convenience are aspiring to create more experience.

Figure 21: Le Salon, the fusion between the digital and the physical world



(Mustajbasic, 2018)

For example, Amazon, the globally-known generalist marketplace that has started its business selling books online, has launched its first physical bookstore in Seattle in 2015 (Detroyat 2015). Zalando, on the other hand opened a first boutique in Berlin, selling beauty-products (Houede 2018), while the Parisian pure player Sézane has launched its first concept-store in 2015 (Chadenat 2015). Brick-and-mortar stores such as Bongénie, Globus, or Zara have all launched a webshop, but their main business remains in-store.

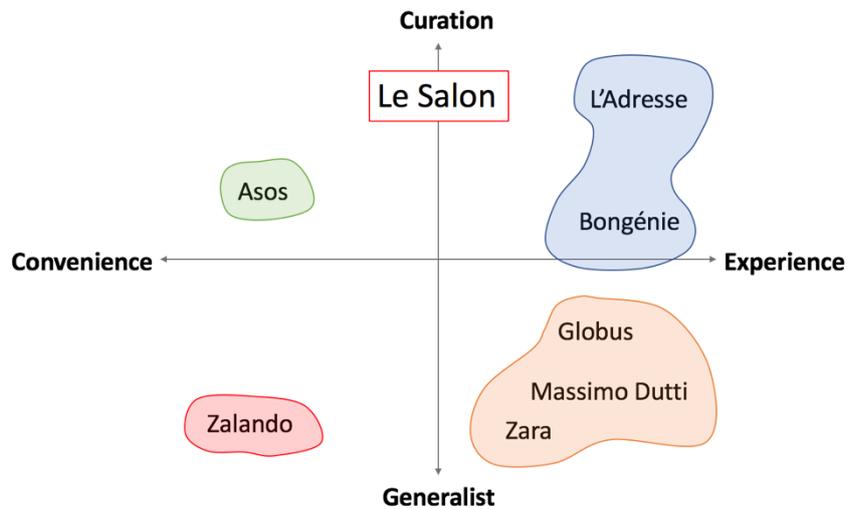
The only exception is the Swiss concept-store L'Adresse, that has decided to not expand online.

When adapting its business models, the challenge remains in changing the customer's brand perception and the related expectations he has for the shopping experience. Indeed, a customer that is used to personalized service, interaction with sales assistants, touching the product and immediate gratification (no waiting for delivery) at physical retailers such as Bongénie will not be satisfied with a webshop that offers none of these, and even feel overwhelmed with the high number of choices available online. In contrast to this, shoppers that value convenience, a wide assortment of products and brands accessible through one click, and easy selection of desired items through 'filters', will feel constrained by the little choice in-store as well as burdened by the sales assistant, when they're used to autonomous shopping.

This shift is illustrated in Figure 21 and enables the understanding that a fusion between the digital and the physical offerings might be the solution to today's shoppers' frustrations. This model combines convenience and experience by offering the best from both worlds. Furthermore, the fact that the concept launches a phygital offering that blends the webshop and the physical store allows the brand to be perceived as a new, adaptable and personalized shopping experience. In this way, the customer is receptive to the specificities of a new model.

Following this reasoning, the concept differentiates itself by providing a shopping alternative that adapts to those who seek convenience, as well as those who see shopping as an experience. Le Salon offers both a wide-selection of multi-branded collections on the website, and a stylist that curates styles for the customer. Le Salon assumes that the customer does not want to waste time looking at dozens of items that are not at all corresponding to her tastes or style, and therefore does the selection for her.

Figure 22: Perceptual mapping of the new concept



(Mustajbasic, 2018)

As opposed to the competition, where Zalando for example offers solely convenience rather than experience, and does not curate styles but presents the global assortment to the customer to choose from. The other pure player Asos is a bit less of a generalist, as it offers collections that can be considered curated, such as 'office' or 'summer styles'.

Going further, Le Salon aspires to be more than just a place where you buy clothes, but also a meeting venue of like-minded people, by offering a working space and a café where people can work, relax and share. "The key is immersion, intimacy and a sense of brands needing to offer a whole lifestyle." (Berezhna 2017).

3.6 Positioning

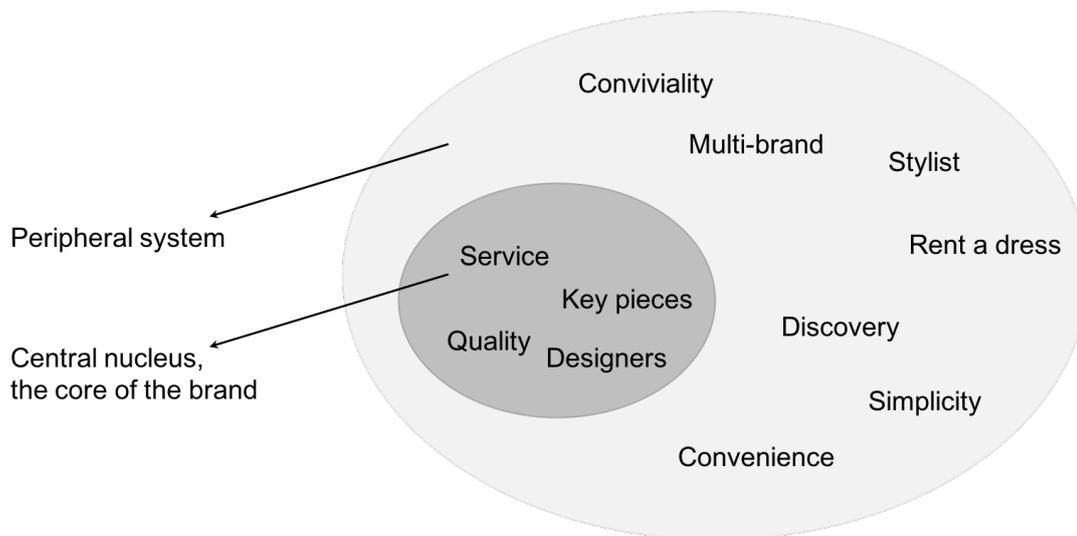
Le Salon should be perceived as a place that offers quality products, that specializes in new premium designers that create classical but trendy key pieces that are designed for practicality and elegance. Furthermore, service is also at the core of the brand. Through the personalized experience and curation that is offered, *excellent service* should be one of the first things that comes to mind when a client mentions Le Salon. Then, conviviality, simplicity and convenience are values that complete the brands' DNA.

These characteristics are translated into the name of this new concept, *Le Salon*. The Collins English Dictionary defines a *salon* as following:

- “an informal meeting of fashionable writers or artists, which is held at the house of someone who is well-known. Salons were more common in former times.”
- or “a hall for exhibiting works of art”.

(Collins English Dictionary)

Figure 23: The brand perception



(Adapted from Michel 2000)

The brands' positioning statement is the following:

For the busy and trendy urban woman, Le Salon is the place to share and discover new styles and designers, for a personalized, convenient and memorable shopping experience.

3.7 Key success factors

After the analysis of the swiss retail and apparel industry, the competitive landscape as well as the study of the characteristics of different new concept stores around the world, the following key success factors have been selected as fundamental for a pleasant shopping experience that is adapted to the time-conscious and practical shopper, as well as to the overconnected social shopper.

3.7.1 Marketplace

As previously defined, An online marketplace is a place that connects buyers and sellers in a secured environment created by a trusted third-party, the operator (Cohen 2013, p.15). With the particularity that “the operator of the marketplace does not own any inventory, their business is to present other people’s inventory to a user and facilitate a transaction” (Kestenbaum 2017).

3.7.1.1 Benefits

The benefits of a marketplace lie in its business model. First, as the marketplace does not own any stock, it has access to a wide variety of brands, styles and products through third-party merchants. This enables agility and quick adaptations in case a change has to be made in the product-catalog, by adding or removing items. It also means that the marketplace does not take any inventory risk, as the third-party merchant alone accepts the risk of products not being sold.

The model ensures higher margins, as there is no inventory to hold for the marketplace, no marketing actions for the products and no shipping costs. Additional revenue is possible through the sale of advertising and logistics services to third-party merchants. Finally, without inventory it is easier to expand the product-catalog, adapt to new trends or introduce a new market (Grant 2018).

For the third-party merchant, selling on a marketplace means touching a wider audience through a trusted channel, but also benefiting from their marketing efforts. Going further, the positive effects of the presence of multiple brands in one place are likely to derive on the third-party merchants.

For the customer, this model guarantees easy access to a wide variety of brands and products, based on the latest trends and fashion. This being an important benefit, as “consumers are now naturally more inclined to shop in a multi-category and multi-brand environment” (Parisi 2018). Nonetheless, a very large choice of products can be overwhelming, which is why the concept will have a precisely determined target-customer and a selection of products tailored to his needs and tastes.

With this strategy, only the benefits of a marketplace remain for the customer: entering a space that corresponds to her taste, her lifestyle and where it is easy to access and compare products from different brands, because "a multi-brand ecommerce site either has to have a point of view in curation, AI that personalizes offerings to clients, or be a place known for discovery of new and exciting fashions, brands and accessories" (Parisi 2018).

At Le Salon, the third-party merchants are independent designers that produce key pieces of high quality, that add value to a woman's wardrobe and never go out of fashion.

3.7.1.2 Risks

The main risk related to launching a marketplace remains in the loss of control: the operator of the marketplace can be limited in the decision-making process related to pricing or delivery time, and third-party merchants may provide poor customer service while shipping the product (Grant 2018). It is therefore crucial for the marketplace to provide clear guidelines and processes when it comes to logistics, as well as contracts that ensure delivery-time and customer service is respected.

3.7.2 Slow fashion or 'key pieces'

The concept assumes that "what all of us want is a perfect jacket, tailored pants, a beautiful dress, but above all a piece that will accompany us from morning to night with quality, technicality, creativity and durability." (Ahmed 2016). In modern Swiss society, consumers chose clothes to express their individuality, personality and views, rather than simply to follow fashion trends (Euromonitor, *Personal Accessories in Switzerland* 2017), that is why the slow fashion trend speaks to them.

Key pieces are considered "the clothes that form the backbone of a woman's wardrobe" (Ahmed 2016), and that is what the product-assortment will be made of. Quality, value and consistency are the three components of a successful *key pieces business*, also called *basics business*. Going further, it is essential to establish a strong brand identity that will translate into the key pieces and make them recognizable (Sherman 2018).

Figure 24: Three components of a successful basics business



(Adapted from Sherman 2018)

3.7.2.1 Benefits

The benefits of such a model are multiple. First, “they are the type of items consumers buy in multiples, over and over again”, hence the ease to scale basics and benefit from a higher margin. Moreover, if an item typically comes back every season, with minor twists to fit the current trends, it is possible to start predicting sales numbers and guarantee a more efficient stock-management from the third-party merchant (Sherman 2018).

For the customer, key pieces provide endless possibilities in term of styling and outfit creation, which responds to the “I-designers” trend in which consumers want to personalize their style and make it authentic, to show “how I made it mine” (Angus 2018).

3.7.2.2 Risks

In the premium or luxury sector, the risk is to become too basic and lose the brands identity. It is therefore crucial to keep the brands DNA in every item, despite the fact that basics favor functionality. The offering still needs to be exciting for the customer and be recognizable (Sherman 2018).

3.7.3 Rent-a-look

The *key pieces* product offering is completed with a *rent a look* service. Inspired by the rise of the sharing economy and intended for the fashionistas that are “community-minded sharers, renters and subscribers” (Angus 2018). This service enables the customers to rent a look they would otherwise buy and wear only once.

The pieces available for rent will be cocktail and evening looks, and no stock will be carried. Thus, only one item per size and per look will be available in-store for pick-up or home delivery.

3.7.4 Omnichannel strategy

New consumer trends such as ROPO (Research Online Purchase Offline) or Showrooming (trying on the product in store before buying it online) (Bergère, Braun, Dixon, Revol, Zaghmour 2016) demonstrate that customers already research and shop for fashion in a cross-channel manner. Thus, it seems natural to introduce a concept that offers an omnichannel and friction-free shopping experience, that incorporates the best of the digital and physical worlds with the consumer at the center of the strategy.

The business model of a marketplace eases this adoption of an omnichannel strategy, as it carries no stock. In an omnichannel business, the main challenge is getting the management of the supply chain right and, without stock, this part is made easier as the products are shipped from third-party merchants whether the purchase is made online or in-store.

The classic model, where online and offline are separated, attributes convenience as main benefit of e-commerce, while experience is attributed to in-store shopping. Creating a seamless shopping experience means blending the two. Furthermore, for a successful omnichannel strategy, it is crucial to first decide what experience we want the customer to live, and then decide which technology should be used to create it.

With this concept, the customer should experience a hassle-free shopping time that is convenient enough for their busy lifestyles, but still exciting to spark their curiosity and get them coming back.

3.7.4.1 Website

An omnichannel strategy starts with a website as the base: every information that the customer might need must be present on it. This means that the whole product-assortment, product information and brand presentation need to be online, as a starter.

The omnichannel aspect on the website means humanizing it. Customers usually turn to e-commerce for its convenience and the “hassle-free, anytime, anywhere shopping they crave” (Angus 2018), as the experience and human touch are clearly absent from this type of shopping. But the experiential aspect of in-store shopping remains attractive, and therefore, the focus will be on adding service to the website in order to humanize it, by linking it to a physical space.

The following services will be part of the concept in order to enhance the online shopping experience:

3.7.4.1.1 Real-time stock visibility

Real-time stock visibility allows the customer to know if the desired item is available in-store to be tried on. This creates a link between the online shop and the physical store and accompanies the customer through the consumer journey for a hassle-free experience.

3.7.4.1.2 Pre-reservation of items to be tried on in-store

In case an item is not available in store, the customer has the possibility to pre-reserve it to be tried on in-store, free of charge. As soon as the item is available, the customer is informed per email by a sales representative from the store.

If the item is already available in store, the customer still has the possibility to pre-reserve it for a fitting. In this case, the customer can try the item in-store the same day.

In both cases, a sales assistant prepares the selected items, examines the customer's account for more information on sizes and taste, and prepares complementary accessories or outfits in case the customer requests advice. If the customer has scheduled a time, the items are already waiting in a fitting room for a time-saving but exciting shopping experience.

3.7.4.1.3 Booking a session with a personal shopper (online)

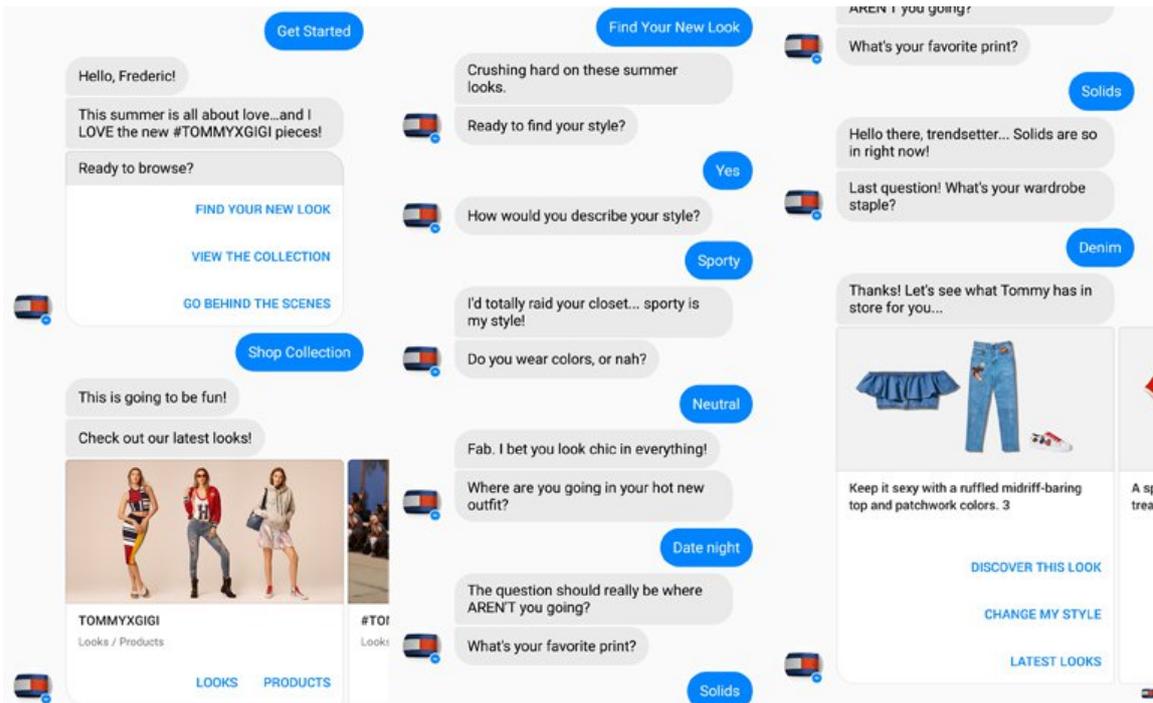
An online or in-store session with a personal shopper can be booked on the website or the app. Online, it means organizing a session with a personal shopper through the app, online chat or messaging apps such as WhatsApp or Skype. The customer fills out a brief questionnaire about size and style preferences, or simply confirms the information that was provided previously. The personal shopper then prepares the personal session by preparing a selection of items for the customer, for a personalized shopping experience.

3.7.4.1.4 Chatbots

A chatbot is “ a software program that uses messaging as the interface through which to carry out any number of tasks, from scheduling a meeting, to reporting weather, to helping users buy a pair of shoes” (Business Insider Intelligence 2018).

A chatbot present on the website and the app answers any question the customer might have, and even presents the new collections, the new brands or gives shopping advice. This service serves as alternative to the private session with the personal shopper, for those that want immediate answers.

Figure 25: The Tommy Hilfiger chatbot serves as personal shopper



(Huber 2017)

3.7.4.1.5 Personalized recommendations

Personalized recommendations are present through the whole shopping experience as well as on the customers' *style board* (Nordstrom.com 2018). Firstly, the customer fills out her personal profile with information such as style or color preferences. With time and following the purchases that are made, the style board adapts as it learns from the new information. Moreover, personal shoppers can add, remove or change recommendations from the style board, as well as create a new one with a specific theme (such as Office styles or Summer essentials) for a customer. It is then possible to order the items or pre-reserve them to try them in-store.

3.7.4.1.6 Augmented Reality and virtual fitting

“For items such as clothing or accessories, consumers who are undecided on what size or colour to buy, often order multiple options and then return the unwanted items. This is a frustrating way to shop, and costly for businesses. AR improves the consumer experience, providing a more lifelike view of the items and facilitates operational efficiencies for businesses by potentially reducing return rates”.

(Angus 2018)

The customer has the possibility to provide information about measurements and find out which size fits best for the specific item and brand selected. Through a partnership with a company like Fits Me⁷, the customer creates its “digital self” and therefore can verify the

⁷ www.fits.me

fit and style of certain items, making sure that not only the size but also the body shape fits. This approach reduces the risk of “unwanted” returns that are due to bad fit

Figure 26: The FitsMe technology as virtual fitting room



(Rigby 2014)

3.7.4.1.7 Easy return

Easy return is essential for a pleasant shopping experience. Therefore, pre-printed address stickers will be included in every delivery, which enables the customer to use the same package by sticking the pre-printed address on it. Then, the customer can either bring the package to the post office or the store, where *Return lockers* are present (Berg, Brantberg, Herring, Silen 2015).

3.7.4.1.8 Social shopping

The shopping is made social on two aspects: first, a dedicated Instagram account shares the products, styles and accessories on the social media and entertains the community. Then, the customers that have purchased items are invited to share their experience, opinion and picture of the item styled.

3.7.4.2 Phygital store

A physical store completes the online shopping experience and supports the e-commerce efforts, as it enables the customers to “understand the storytelling aspect of the brand and experience the visual part of it.” (Robinson 2017). The store builds bridges between the physical space and the website, creating a seamless shopping experience.

“Each brand has key moments that are unique to their identity. Experiences, which in essence are a compilation of moments, are created by designing touchpoints

centred around these key identity elements. Strung together, these elements create an intimate retail experience.”

(Shah 2018)

The following features are crucial for an authentic phygital shopping experience:

3.7.4.2.1 Showrooming

“A showroom, in its purest form, is a store that showcases products, but sells nothing — in the sense of providing goods to consumers. Instead, a showroom offers items for inspection, gives advice on products, and takes orders. The products are then shipped to the customer’s home from some other location.”

(Perrigo, Hardman, Hodson 2017)

Not much additional capital is required in order to open a showroom, and yet “it can be a powerful way to boost sales and build loyalty” (Robinson 2017). No additional stock is needed, and every action taken in-store goes through the website. All purchases are actually made online and then shipped from third-party merchants. In this way, the stock-management, loyalty programs and product-assortments are all centralized on the website and easily accessible by the personal shoppers and sales assistants, whether they are working through messaging apps or in-store.

The benefits of a showroom are multiple: First, as it serves as a support to the e-commerce business, it enables the customer to touch, feel, try on and experience the product before purchasing it, which drastically decreases the number of returns from customers. Then, as sales representatives do not have any stock to manage or constantly refill the shelves, they can focus and excel in their primary job: provide advice and service to the customer. In this way, personal shoppers are more important to the model than sales representatives. Furthermore, as the store carries only the necessary stock for display, much less retail space is needed and results in minimal real estate charges. Finally, the purchased items are shipped from third-party merchants and therefore simplify the supply-chain and reduce its cost (Perrigo, Hardman, Hodson 2017).

“There is thus a natural transition to the gallery approach, where retailers can offer shoppers a sense of how these products look and feel in real-life settings in the case of furniture or in a more casual, less rushed environment for trying on clothing with attentive sales experts on hand.”

(Perrigo, Hardman, Hodson 2017)

3.7.4.2.2 Booking a session with a personal shopper (in-store)

In-store, the session with a personal shopper can be accompanied by a pre-reservation of items to try on. In both cases, the customer fills out a brief questionnaire (or confirms a previous one) providing size and style preferences that the personal shopper uses to prepare the appointment by making a pre-selection of items and brands for the client.

The personal shopper also has access to previous purchases and information present on the client's personal profile, for an even more personalized shopping session. This "gives the customer what fashion used to be; insider-y" (Robinson 2017).

3.7.4.2.3 *A living-space*

The store also provides a comfortable space where the client can relax, work or enjoy a coffee or a juice. Wi-fi is complimentary and, when connected to it, the first webpage to open is the companies' webshop.

A living-space in the shop creates a sense of belonging and forges a community, while providing a pleasant waiting space for those who come in groups or wait for others.

3.7.4.2.4 *Fitting-room app*

A smart mirror is present in the large and comfortable fitting room and allows the customers to log in into their personal profiles by scanning their QR code from the app or filling in email and password information.

The smart mirror provides multiple services to enhance a moment that is considered as frustrating by shoppers. The customers can request another size or color or a completely new item to be brought to the fitting room, see complimentary items or matching accessories. It is also possible to access the *style board* for inspiration, and, by scanning the etiquette, see product-related information, stock availability and user generated content (ranking, comments, pictures of others wearing the item). Finally, the customer can directly purchase the selected items and have them delivered home.

If the customer wants to share her purchases with her friends or on social media, she can snap the reflection of the mirror and share her look through one click.

3.7.4.2.5 *Self-checkout*

There are no cashiers in the store, but still multiple ways for the customer to make a purchase: the fitting rooms and the store in general are equipped with iPads that enable a hassle-free purchase, by scanning successively the code to log in with a personal profile, then the etiquette of the desired item. It is also possible to purchase directly on the app or mobile website by scanning the product's etiquette. Finally, the personal shoppers on-site also carry iPads and can help with a purchase.

3.7.4.2.6 *Highlight of new designer every two weeks*

Every other week, the highlight is put on one of the designers from the store in the center of the store, called *The stage*. At *the stage*, the customer experiences the brand on another level: when the customer faces a connected mirror, the reflection changes and

immerses the viewer into the brand's universe. Through augmented reality, the mirror displays elements proper to the brand's identity, history and heritage. The customer experiences the brand through storyliving.

3.7.4.2.7 Information-stations

Next to the displayed items, iPads allow the customer to learn more about the product, get information about stock availability and existing colors and sizes. The customer additionally has access to product-reviews, rankings and pictures shared by other customers.

3.7.4.2.8 Return lockers

In order to return a product in-store, the customer scans the purchase-ticket (mobile or printed version) and leaves the package in *return lockers*, for a simplified, hassle-free and cross-channel return-process.

3.7.4.2.9 A pick-up station

The store also serves as pick-up station for those that have purchased their items online. Additionally, it is also possible for those who have made a purchase in-store to pick it up once it is ready, either by waiting in the living space or coming back later.

A pick-up station gives the company control over a wider segment of the consumer journey, as the delivery process is often outsourced. Being in charge of the delivery process and, in this case, the pick-up location allows the company to have greater control over the customers' shopping experience from beginning to end of the customer journey.

3.7.4.2.10 Urban and central location

The concept should be centrally-located in the city, in the proximity of business areas and multinationals. This allows it to be ideally placed for easy access and on-the-way services, such as purchase pick-up return drop, or 15min try-on sessions, for those with overscheduled days.

3.7.5 Belonging

As discussed previously, customers preferences are shifting from a purely consumerist society to one with stronger ideologies, personal views and ecological concerns. This translates into their lifestyle and buying behavior, hence the importance of creating a community and belonging. It is crucial for the customer to trust the company and identify with it.

Content marketing, a store designed as a home with living spaces and an authentic communication all contribute to create this sense of belonging and be part of a customers'

lifestyle and not sell products, but vision that “federates communities of people around it” (Clemencin, Baudouin, Denner 2017).

3.7.5.1 Content marketing

“A content marketing strategy that incorporates the latest technology, creatively leverages social media, and distributes content in new ways that drive loyalty and sales is a must-have for today’s fashion brands” (Papandrea 2018).

3.7.5.1.1 Shoppable publications

It is necessary to reduce the friction between the content that is published and the purchasing process by creating “shoppable content”. Today, social media platforms increasingly offer the possibility to blend the produced content and shopping experience. For example, Facebook and Instagram both allow shoppable ads, in which the user can purchase an item from a picture by simply clicking on it (Papandrea 2018).

3.7.5.1.2 User generated content (UGC)

“UGC is defined as any form of content such as blogs, wikis, forums, posts, chats, tweets, podcasts, images, and video created by users” (Melissa 2016), as opposed to companies or businesses. Leveraging user generated content on social media or online shops allows brands to increase audience engagement and enhance the shopping experience (Papandrea 2018).

An interesting example of well-used UGC and shoppable publications is ASOS. With its #AsSeenOnMe hashtag, the company invites users to share their Asos outfits on social media. Then, Asos curators repost some of them on their Instagram profile, while adding a direct link of the featured products for friction free shopping. The reposted users are happy for their moment in the spotlight, while others see how the items can be styled and how they look worn (Papandrea 2018).

3.7.5.1.3 Strategic influencer investments

Influencer marketing is a new way of reaching its audience, by collaborating with content-creators or influencers. This new marketing tool should be used strategically in order to avoid time and money investments with no significant return.

Firstly, influencers should be treated as brand ambassadors and the partnership should be a long-term one, rather than a one-shot campaign. For a consistent and authentic communication, it is more efficient to collaborate with fewer influencers but on long-term, than to organize big one-time campaigns featuring multiple influencers. Moreover, it is crucial to choose influencers who are followed by an audience that is relevant to the brand (Barker 2018).

3.7.5.2 Living spaces

Living spaces such as working, playing, reading, or eating spaces in a retailer allow for a discovery and sharing atmosphere that builds community and creates a sense of belonging (Anzilotti 2016). Therefore, a café and a working-space are included in the concept, which will be managed independently. This will take the form of a collaboration, where the store and the café will share a common space but still be financially independent, as they will share the real estate costs.

3.7.5.3 Loyalty program

The customers create a personal account with their first purchase. Then, they fill-out a questionnaire about style and color preferences as well as size and decide if they want to be assigned a personal stylist.

If so, they receive a personal email from the stylist welcoming them to the loyalty program and introducing himself, which creates a first bond with the brand. The stylist will then create a first *style board* mentioned above, and be available for the customer through the app, email, calls or direct messaging apps. The customer also has the possibility to book the *private sessions* with the assigned stylist and try on the items he selects for her.

If the customer does not want to be assigned a personal stylist, the style board will be created through artificial intelligence, using the information provided by the questionnaire. If desired, the customer always has the possibility to book *private sessions* with a stylist or simply pre-reserve items to be tried on, without stylist.

These services allow the customer to live their shopping experience the way it suits them, individually, with friends or accompanied by a personal stylist. All of this by providing personalized recommendations and hassle-free shopping through the whole journey.

The loyalty program allows to gather information about the customer preferences and therefore adapt the services accordingly, by anticipating their desires and needs. In return, the customers get personalized service, but also access to private sales, discounts and events.

3.7.6 Convenience

The concept is designed for urban people with hectic schedules, hence the importance of convenience at every touchpoint of the journey. Discovering, researching, buying and receiving the purchased items must be a hassle-free and enjoyable experience. Defining a clear positioning and then target customer allows us to clearly map the customer journey, in order to meet the customer at every step with service that exceeds their expectations.

3.8 New consumer journey

“By focusing on intentional and unique brand details, brands can craft a retail roadmap where any customer can wander into the store and experience the brand in their own personal way. Thoughtful details create an immersive experience, which allows consumers to feel like the store was made just for them.”

(Shah 2018)

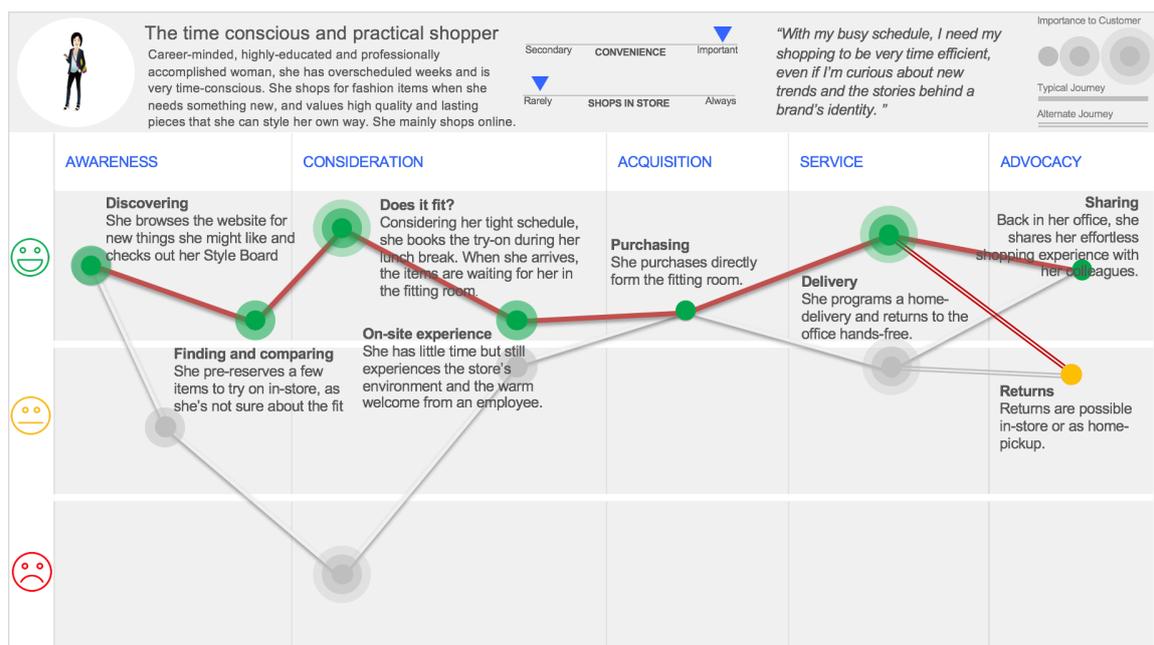
Following this idea, two different consumer journeys can be drawn for the two personae the concept is targeting.

3.8.1 Persona 1 – A hassle-free and effortless shopping experience

Considering her overscheduled weeks of the time-conscious and practical shopper, she has only little time to allocate to shopping. Therefore, when she needs something new she will turn to the website to check-out the product assortment. As she’s always in a hurry, she doesn’t have time to browse through all the items online, so she trusts the style board created for her, where she can find a selection of clothes and accessories that match her taste, budget and size.

If she likes what she sees, she can order through one-click, as she has previously provided her bank- and size information. But if she’s hesitating between a few items, she can pre-reserve them for a try on in-store. She has time tomorrow during her lunch break, so she makes an appointment, so the items will be waiting for her in the fitting room, to save even more time.

Figure 27: A hassle-free and effortless shopping experience



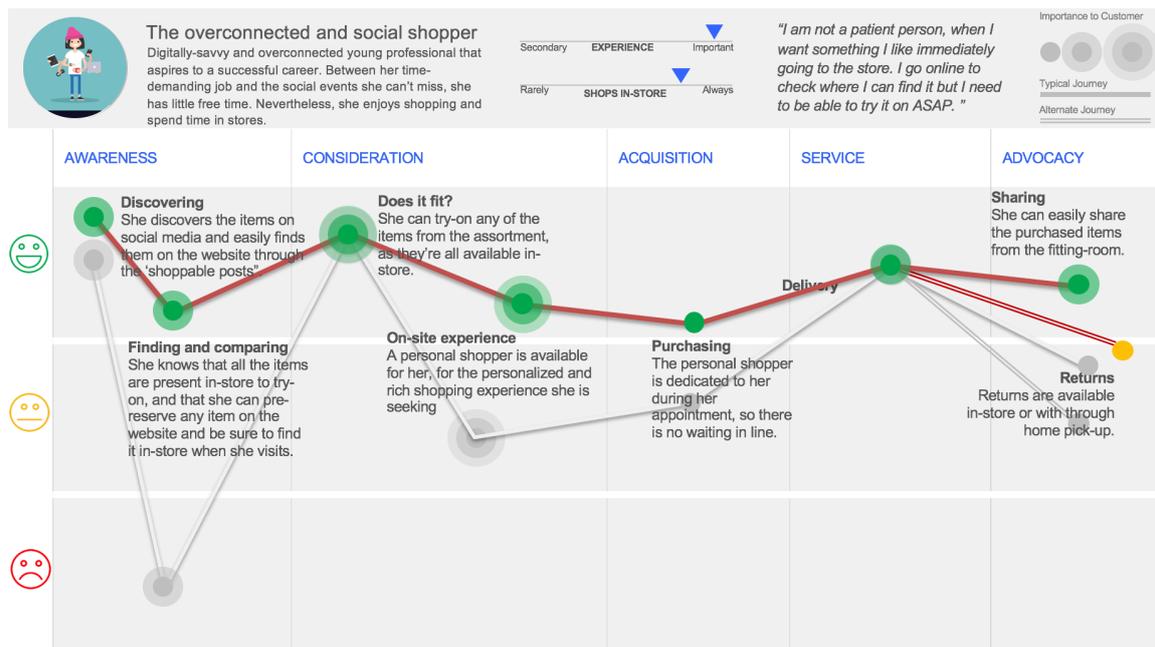
(Mustajbasic 2018, Model adapted from Kerry Bodine & Co)

When she arrives to the store, she is welcomed by her personal stylist and escorted to the fitting room. Once she has decided which items she wants to keep, she purchases them directly on the smart mirror. She scans her smartphone to log-in and confirms the purchase. She selects the 48-hour home delivery and returns to the office without any package to carry, and tells her colleagues about this hassle-free and effortless shopping experience.

3.8.2 Persona 2 – A shared and memorable shopping experience

The overconnected and social shopper happily allocates time for a shopping experience, which she considers “me-time” or even better “us-time” with her friends. When she sees on Instagram that a new designer is showcased at *The stage* corner of the shop, she shares the information with her friends and messages her personal shopper to book a session with her. The Instagram post is tagged with a link to the website, so she easily finds and selects a few items she absolutely wants and pre-reserves them to try on during her session with her personal shopper.

Figure 28: A shared and memorable shopping experience



(Mustajbasic 2018, Model adapted from Kerry Bodine & Co)

When she arrives at the store with her friends, she is welcomed by her personal shopper and accompanied to *The stage* where she discovers the brand that is highlighted that week. She experiences the brands' identity through visual merchandising, smart mirrors, screens and AR that immerse her into the brands' universe. She decides to try on a few more items the personal shopper has selected for her, as well as those she has pre-reserved online. Once she decides what she wants to keep, she makes her purchase with

the help of the personal shopper as she likes to be assisted. She is happy that she can take with her the items she has pre-reserved. The ones she bought impulsively will be delivered to her home.

After the purchase, she decides to make the experience last and finds a nice spot with her friends at the café present in-store. They continue the experience by discussing the new brand they discovered, take selfies and share their memorable and shared shopping experience on social media.

3.9 Revenue and cost drivers

Identifying revenue and cost drivers is crucial, as it enables to keep focus on what features are essential to the well-functioning and development of the concept:

3.9.1 Revenue drivers

The revenue drivers of the concept are the following:

- Second-purchase trigger

First of all, the personalized advice and personal shopper the client has access to triggers a second purchase. The fact that the personal shopper has access to the customers' tastes, size, and shopping history allows him to make relevant product-recommendations to the client and drive a second impulsive purchase. The online style board serves the same objective, as a client will discover an item-selection tailored for her and possibly purchase something she wasn't planning.

- Increase in store-visits

Then, *The stage* (the center of the store which highlights a new designer every two weeks) ensures continual renewal in the shopping experience, as the customer discovers a new brand and its history. This increases the store visits and therefore purchases.

The *living-space* in store (the workspace and café) ensure high and frequent store-visits of those that share Le Salon's tastes and lifestyle, which translates into increased purchases and revenue.

Furthermore, cost-cutting is enabled by the following:

- Shared real estate costs

Sharing the space with a café and tailoring place allows reduced costs for renting, while driving in-store visits.

- No stock

No budget is allocated to inventory storage, as there is none because all the items are displayed in the showroom. This ensures higher revenue per square meter, which is important in cities such as Geneva, where centrally-located square meters are scarce and therefore very expensive.

- Less returns

The customers have the possibility to verify the size of the products through the virtual fitting room and to pre-reserve them to try on in-store, which lowers the number of returns due to bad-fitting and the related costs.

- Less sales-people required

The phygital store requires less salespeople than a usual retail store. First of all, there is no inventory, so less people are needed for the stock-management. Then, the returns are handled automatically. This means that the only workforce required is focused on providing advice to the customer.

3.9.2 Cost drivers

This model ensures minimal costs, as the marketplace model means that no stock is managed by the marketplace operator, be it for the website or the store. Put simply, when a customer purchases something (online or in-store), the product is shipped by the third-party merchant (the designer) to the customers' home, or eventually to the store for a in-store pickup.

This suggests that the only cost come from website management, real-estate for the physical store, marketing actions and salespeople.

3.10 Uniqueness drivers

The uniqueness drivers of this concept come from the fact that it is a place that transforms a retail store into a living-place where like-minded people discover and share. It combines convenience and experience, so it accompanies the busy lifestyles of those who need to be time-conscious but still want to experience something. Le Salon curates key-pieces for those who love to discover new designers and trendy outfits that are elegant and practical at the same time, but have no time to spend hours looking for what they might like. Therefore, the uniqueness drivers of Le Salon are

- Convenience,
- Experience,
- Simplicity,
- And community.

4. Conclusion

An intuition has started this study; the feeling of something inadequate in the retail offering nowadays in Geneva. Throughout the research conducted on field and the multiple information collected from different sources, this sentiment has been confirmed.

In Geneva today, the retail offering is not adapted to customers' needs and lifestyles. Highly-educated, curious, career-minded and busy women with high purchasing power do not see their needs met in terms of convenience and experience for apparel-shopping.

This paper has analyzed the retail environment in Switzerland, the competitive landscape and global consumer trends, as well as conducted an on-field research. The analysis has allowed the deep understanding of the overall situation, essential for the introduction of a new concept that aspires to a consumer-centric approach.

The concept to be introduced, an e-marketplace supported by a phygital store, responds to the customers' need of convenience and desire of experience when apparel-shopping. The underlined key success factors focus on enhancing the gains and lowering the pain points of the customers' purchasing journey. This ensures that every introduced feature responds to a real (latent) need, because technology is only a mean and not the finality.

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Appendix 1: Interview Guide

CUSTOMERS' EXPERIENCE

1. What was the last cloth or accessory over CHF 300 that you purchased?
2. Please tell me how this shopping experience went (before, during, after)?
3. How did you discover that product?
4. At what moment did you decide that you wanted or needed that product?
5. Did you purchase it online or in-store, and why?
6. Do you recall a bad memory related to this shopping experience?
7. Do you recall a good memory related to this shopping experience?

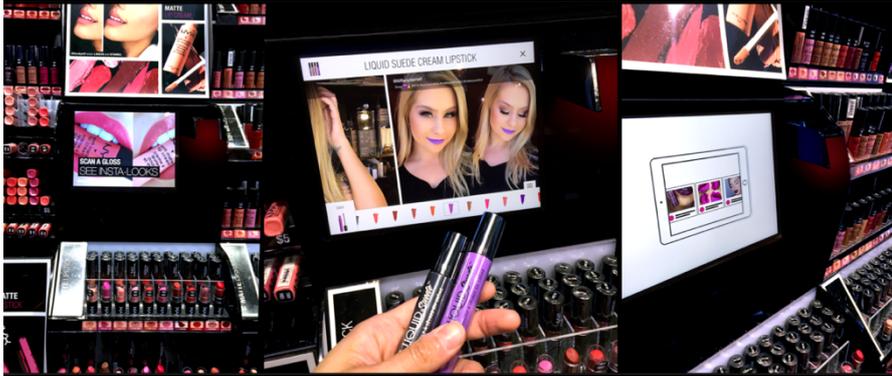
8. At what degree are the following characteristics important for you for a pleasant shopping experience?
 (- - = not at all, ++ = extremely important)

	Not important at all	Not important	Important	Very important
<i>Trying on before buying</i>				
<i>Home delivery</i>				
<i>Advice from friends</i>				
<i>Advice from experts (influencers, fashion professionals)</i>				
<i>Advice from sales people or brand representatives</i>				
<i>Large choice of items and colors available</i>				
<i>Large choice of sizes available</i>				
<i>Availability/opening 24/24 et 7/7</i>				
<i>Easy finding and comparing of products and prices</i>				
<i>Possibility to see the item styled and/or worn by others</i>				
<i>Possibility to see a ranking and/or comments from others</i>				
<i>Possibility to give my opinion and/or rank the product</i>				
<i>Possibility to share my look/style/new items on social media</i>				
<i>Same day delivery</i>				
<i>Multiple brands and/or styles at the same place</i>				
<i>Experience and/or learn about the brand's heritage</i>				

CONCEPT TESTING

This project is about blending the physical and digital shopping experience, by taking the best from the two worlds and creating a phygital experience in Geneva. Hereafter will follow examples of what is done worldwide; please give your opinion on each.

1. Product scan



Nyx has incorporated screens in their retail stores, for two purposes: The first one enables customers to scan a product and see comments, rankings and pictures of people using that product in that exact shade.

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

2. Community wall



The second screen is located next to a photobooth, where customers can first take a picture of their Nyx look and then share it on social media with the corresponding hashtag, which will make it appear on the screen.

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

3. Nordstrom's new concept store



Nordstrom Local is a new concept store with no inventory, but with a range of other services. In the place, you can find a bar, restaurant and even a manicure. There is no inventory on place, so you cannot buy any clothes. But there are personal stylists (free of charge) that show you a selection of clothes and accessories selected just for you. If you want to buy them, you can have them delivered at home or wait for them to be delivered in the store while enjoying a drink or a manicure.

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

4. Sezane's apartment showroom



The Parisian brand Sezane is born as an online store, but recently opened its first showroom boutique they call the Sezane apartment. The purpose is to welcome the customer in the Sezane world with its music, books, smell and furniture and present their clothes and accessories. The customer can immerge in the Sezane world and try on the clothes. If she wants to buy something, computers and ipads are present in the showroom for her to make the purchase and be delivered at home.

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

5. Géo and the helpful robot



Géo has welcomed robots in one of their concept store: as the client enters the shop, the robot scans his face in seconds and follows him in the store while carrying his/her shopping bags.

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

1. How often do you go shopping (online or in store)?

- Once a day
- Once a week
- Once a month
- Twice a year
- Once a year
- Never

2. Which statement describes best your shopping habits?

- I really enjoy shopping and spend time shopping for new items.
- I like going shopping when I need something.
- I dislike shopping and do so only when I really need to buy something.
- Someone else does the shopping for me.

3. Do you have a preference for online or in store shopping?

- Online shopping.
- In store shopping.
- Both.

4. Why do you prefer online, in store, or both?

(open question)

5. How often do you shop online?

- Once a day
- Once a week
- Once a month
- Twice a year
- Once a year
- Never

6. How often do you shop in store?

- Once a day
- Once a week
- Once a month
- Twice a year
- Once a year
- Never

7. On average, how much time do you spend in a store?

- 0 to 15 minutes
- 15 to 30 minutes
- 30 to 60 minutes
- More than 1 hour

8. On average, how much time do you spend on an online store (e-commerce website)?

- 0 to 15 minutes
- 15 to 30 minutes
- 30 to 60 minutes
- More than 1 hour

Appendix 2: Verbatim of the first interview

Persona 2: Interview #1

CUSTOMERS' EXPERIENCE

1. What was the last cloth or accessory over CHF 300 that you purchased?

Un collier en or que j'ai offert à ma mère.

2. Please tell me how this shopping experience went (before, during, after)?

Je cherchais un pendentif en or serti d'un diamant. J'ai fait plusieurs boutiques et je ne trouvais rien qui correspondait, tant par mon budget que par le style du bijou. Les vendeuses n'étaient pas utiles du tout pour la recherche et je suis finalement retournée dans un magasin où j'avais eu une bonne expérience précédemment. Je n'avais pas trop d'attentes parce que la vitrine ne correspondait pas à ce que je recherchais, mais je suis quand même rentrée.

C'est une dame très sympa qui m'a accueillie et qui n'était pas du tout en train de me juger sur mes goûts ou sur mon petit budget. Elle m'a vraiment aidé à trouver le bijou parfait qui correspondait à mon budget. Elle m'a laissé prendre des photos, vu que je voulais montrer le bijou à ma sœur et lui demander son opinion.

Ensuite, je suis allée faire un tour et j'ai consulté ma sœur. A mon retour, j'ai décidé d'acheter le bijou. La vendeuse était très sympathique et m'a fait un bel emballage cadeau. Elle m'a réconforté dans mon choix en me disant que c'est un bijou qui est vraiment joli et qui avait beaucoup de succès en général. Elle m'a donné la garantie et finalisé l'achat. Elle était vraiment très sympa.

Question : Donc tu as décidé d'aller dans la boutique parce que tu connaissais déjà, et tu savais quels genres de bijoux ils offraient ?

J'étais déjà allée pour une bague, donc c'était différent. Mais je ne savais pas s'ils auraient ce que je recherche, surtout que je n'avais plus trop d'espoir comme c'était le dernier magasin que je faisais et qu'aucun autre n'avait ce que je recherchais.

Question : Tu sais s'ils ont un site web ?

Oui je pense qu'ils en ont un. Mais je n'ai pas cherché sur leur site web parce que quand je cherche un bijou ou quelque chose de plus onéreux, je n'aime pas regarder en ligne mais plutôt aller dans le magasin directement. Pour voir la chose en vrai, pour échanger avec le professionnel. Quand j'achète quelque chose qui est plus cher, je m'attends à ce que le vendeur soit compétent et bien formé. Tandis que si j'achète un vêtement chez H&M je n'ai pas besoin qu'on me conseille, je peux le faire toute seule sur internet.

Question : Tu ne vas pas non plus sur le site web pour te faire une idée de leur assortiment de produits, pour voir ce qu'ils vendent ?

Je suis assez impatiente, donc en général quand j'ai une idée j'ai envie d'aller directement dans le magasin quand j'en ai la possibilité. Je ne m'embête pas à aller sur internet parce que je veux pouvoir tout de suite l'essayer. Je n'ai pas envie de me faire une idée à l'avance en regardant ce qu'ils ont ou pas. Je préfère me faire une idée directement sur place. Je trouve que ce n'est pas pareil, des fois on voit des choses sur internet qui nous auraient plu en vrai, mais sur internet je trouve qu'on peut passer à côté.

3. How did you discover that product?

-

4. At what moment did you decide that you wanted or needed that product?

Ma mère m'avait parlé de ce genre de pendentif et elle m'avait dit qu'ils lui plaisaient, je me suis donc dit que ce serait le cadeau idéal pour son anniversaire.

5. Did you purchase it online or in-store, and why?

-

6. Do you recall a bad memory related to this shopping experience?

J'ai dû faire tous les magasins de Genève avant de trouver celui-là, donc j'étais vraiment frustrée à un moment. Je me disais déjà que je n'allais pas trouver ce que je voulais.

7. Do you recall a good memory related to this shopping experience?

Je dirais que c'est le service dans la boutique où j'ai acheté le bijou pour finir. Dans les autres, j'avais l'impression d'être jugée et ne pas être servie correctement parce que j'avais un budget qui n'était pas énorme, par rapport aux autres pièces qu'ils vendaient. Ce que j'ai appréciée chez la dernière vendeuse, c'est qu'elle ait pris le temps de comprendre ce que je voulais, dans quel budget et qu'elle m'ait proposé des bijoux en fonction. Elle n'a pas essayé de me vendre des choses plus chères ou qui ne correspondaient pas à ce que je recherche. Elle était attentive et à l'écoute. Elle n'était pas complètement 'vendeuse'.

Question : Est-ce que tu sais si les boutiques que tu as visitées avaient un site web ? Est-ce que ça aurait pu être plus pratique de vérifier ce qu'ils vendent sur le site avant d'aller en boutique ?

Oui, ils ont tous un site web mais j'ai l'impression d'avoir plus de chances de trouver ce dont j'ai besoin en boutique. Des fois peut-être que les sites ne sont pas mis à jour. Je pense que si je vais en boutique le vendeur pourra me dire de regarder sur le site web s'il l'estime nécessaire, alors que si je vais directement sur le site web je n'ai vraiment pas d'interaction. Et pour moi c'est vraiment important d'avoir cette interaction avec le vendeur.

8. At what degree are the following characteristics important for you for a pleasant shopping experience?

(- - = not at all, ++ = extremely important)

	Not important at all	Not important	Important	Very important
Trying on before buying				X

Home delivery		X		
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Je pars du principe que ça puisse être utile qu'ils puissent l'envoyer à la maison. Mais, en général, je vais préférer le chercher moi-même. Je trouve ça sympa d'avoir l'expérience si tu achètes quelque chose en boutique. Si tu t'achètes un Louis Vuitton et qu'ils te l'envoient à la maison, l'expérience elle est naze. Même si je vais dans la boutique et que je vis l'expérience déjà là, j'aime pouvoir sortir avec le produit et porter le sac de la marque.

C'est pratique si on a d'autres choses à faire dans la journée et que ça nous évite de porter le sac. Mais moi je ne vais pas faire ce genre d'achats à ma pause de midi, ce sera une journée shopping que je m'organise donc porter le produit fait partie de l'expérience. Faire une photo avec le sac en ville ou dans la boutique fait aussi partie de l'expérience.

<i>Advice from friends</i>			X	
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<i>Advice from experts (influencers, fashion professionals)</i>			X	
---	--	--	---	--

J'accorde pas mal d'importance aux avis de mes amis et à ceux des influenceurs. Les amis parce que c'est des gens qui m'entourent, qui vont me voir avec le produit que je vais acheter etc. Les influenceurs, même s'ils sont rémunérés j'ai confiance en leur opinion. Je trouve qu'ils testent beaucoup de choses et ont accès à beaucoup de marques donc je pense qu'ils peuvent se faire une opinion juste des produits qu'ils essayent. Mais ce n'est pas important au point où c'est primordial, dans le sens que c'est ce qui va conduire mon achat. C'est plus une consultation pour confirmer ce que j'en pense déjà.

<i>Advice from sales people or brand representatives</i>			X	
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Ils ont la connaissance du produit donc je pense que leur avis est important, même si je suis méfiante parce qu'il y a le côté vendeur quand même.

<i>Large choice of items and colors available</i>				X
---	--	--	--	---

<i>Large choice of sizes available</i>				X
--	--	--	--	---

<i>Availability/opening 24/24 et 7/7</i>		X		
--	--	---	--	--

Je fais du shopping et j'achète des choses pour le plaisir, il n'y a donc pas d'urgence dans les achats que je fais et je n'en vois donc pas l'intérêt. Je peux m'adapter à des horaires plus restreints.

<i>Easy finding and comparing of products and prices</i>		X		
--	--	---	--	--

En général je fais déjà des recherches avant d'acheter, donc j'en sais déjà beaucoup sur les produits et je sais déjà celui que je veux acheter. Je pense que je n'ai donc pas forcément besoin de pouvoir facilement comparer les produits et les prix sur place, vu que je sais déjà ce que je veux. Et si je flash sur un produit en magasin alors que je n'ai pas fait de recherches au préalable, je n'ai pas besoin de comparer parce que je sais que celui-là m'a plu et je vais l'acheter directement.

<i>Possibility to see the item styled and/or worn by others</i>	X			
---	---	--	--	--

J'arrive très bien à visualiser la manière dont je veux porter les produits et je n'ai donc pas besoin de les voir sur quelqu'un d'autre.

<i>Possibility to see a ranking and/or comments from others</i>				X
<i>Je regarde souvent les commentaires des gens lorsque c'est disponible sur les sites. Ça peut vraiment être utile pour se faire une idée de la qualité du produit et de ce qu'il vaut sur la durée. Je regarde plus les commentaires pour avoir des informations sur l'usure des produits et sur leur qualité.</i>				
<i>Possibility to give my opinion and/or rank the product</i>	X			
<i>Je n'aime pas du tout faire ça.</i>				
<i>Possibility to share my look/style/new items on social media</i>	X			
<i>J'aime partager avec mes amis en privé, sur WhatsApp. Mais je n'aime pas partager sur mes profil Instagram et autre. Par contre, c'est vrai que je partage mes achats avec mes amis dès que je rentre chez moi, donc ça pourrait être intéressant si j'avais la possibilité de le faire en boutique.</i>				
<i>Same day delivery</i>		X		
<i>Ce n'est pas le genre d'achats ou j'ai besoin que ça arrive ultra vite, ça me dérange donc pas d'attendre plus qu'un jour. Je trouve que pour des produits premium que je paye plus cher, ça rajoute même à l'expérience de devoir attendre quelques jours pour le recevoir.</i>				
<i>Multiple brands and/or styles at the same place</i>		X		
<i>En ligne je trouve ça intéressant parce que c'est pratique, mais en boutique je trouve que ça fait plus expérience d'aller dans une boutique qui vend cette marque-là. Et puis si tu veux une autre marque tu vas dans l'autre boutique pour en vivre l'expérience. C'est vraiment pour avoir l'atmosphère de la boutique qui est celle de la marque. Parce que si je décide d'aller en magasin, c'est pour vivre un moment qui est pour moi-même et pour passer un bon moment, donc je vais plus rechercher l'expérience que la praticité.</i>				
<i>Experience and/or learn about the brand's heritage</i>			X	
<i>Je trouve ça intéressant de savoir ce qu'on achète, l'histoire de la marque etc.</i>				

CONCEPT TESTING

This project is about blending the physical and digital shopping experience, by taking the best from the two worlds and creating a phygital experience in Geneva. Hereafter will follow examples of what is done worldwide; please give your opinion on each.

9. Product scan

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

5, surtout pour la partie ou on peut voir la note des produits. Souvent je me demande si la texture d'un maquillage est bien ou pas, mais pour un petit produit comme ça je ne prends pas la peine d'aller faire des recherches. Donc je trouve ça positif que ces infos soient accessibles facilement.

10. Community wall

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

3, Ça peut être intéressant de voir le look des gens et ce qu'ils ont fait avec les produits, mais ça m'intéresse moins de le faire moi.

11. Nordstrom's new concept store

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

4, Je trouve ça assez innovant, mais de mon côté je suis assez autonome parce que je sais déjà ce que je veux. Je déteste quand pendant mon shopping on vient me donner de nouvelles choses à essayer parce que je sais assez bien ce qui me va ou pas. Je trouve que ce qui peut être sympa c'est de le faire entre amis et de pouvoir profiter des espaces café et manucure qu'ils proposent, ça fait une super sortie entre copines.

12. Gémo and the helpful robot

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

1, Je n'aime pas du tout car je trouve ça très intrusif et inutile comme concept.

13. Sezane's apartment showroom

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

2, J'aime être indépendante comme je l'ai dit avant, mais je déteste quand on enlève les services basiques auxquels on s'attend. Comme par exemple à l'aéroport ou on doit tout faire soi-même maintenant, même enregistrer le bagage etc. Je ne vois pas l'intérêt d'aller dans un endroit et essayer les produits si après je dois l'acheter moi-même sur l'ordinateur.

Ce que je trouve positif c'est qu'on ne se sentirait pas opprimée par la vendeuse. Mais j'ai l'impression que je ne serais pas à l'aise avec ce concept. Je n'aime pas le fait qu'on essaye de recréer un appartement alors que c'est une boutique, pour moi c'est deux choses et deux ambiances séparées. Si tu veux faire du shopping tu recherches une expérience shopping.

PROFILE

14. How often do you go shopping (online or in store)?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

15. Which statement describes best your shopping habits?

- **I really enjoy shopping and spend time shopping for new items.**
- I like going shopping when I need something.
- I dislike shopping and do so only when I really need to buy something.
- Someone else does the shopping for me.

16. Do you have a preference for online or in store shopping?

- Online shopping.
- **In store shopping.**
- Both.

17. Why do you prefer online, in store, or both?

Le seul site sur lequel je commande en ligne est Zalando, parce qu'on n'est pas obligé d'avancer les frais. On ne paye que pour les vêtements qu'on décide de garder. C'est la raison pour laquelle je ne commande jamais chez Asos par exemple, parce qu'il faut avancer le paiement et c'est par après qu'on se fait rembourser si on ne garde pas quelque chose.

18. How often do you shop online?

- Once a day
- Once a week
- **Once a month**
- Twice a year
- Once a year
- Never

19. How often do you shop in store?

- Once a day
- **Once a week**
- Once a month

- Twice a year
- Once a year
- Never

20. On average, how much time do you spend in a store?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

21. On average, how much time do you spend on an online store (e-commerce website)?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

Appendix 3: Verbatim of the second interview

Persona 2: Interview #2

CUSTOMERS' EXPERIENCE

1. What was the last cloth or accessory over CHF 300 that you purchased?

Mon sac Louis Vuitton.

2. Please tell me how this shopping experience went (before, during, after)?

Avant que je veuille ce sac, j'étais allée pour un porte-monnaie chez Louis Vuitton. Et en même temps j'avais demandé à voir ce cas-là, le Alma bébé. Elle me l'a montré, et j'ai pu le voir en vrai et l'essayer. Pour moi c'était un coup de cœur et je le voulais. La vendeuse m'a dit à pas hésiter à lui écrire si je décide de l'acheter, pour demander s'ils l'ont en stock dans la boutique, vu qu'elle sait que je n'habite pas à côté.

Donc un jour avant de vouloir l'acheter je lui ai écrit pour demander s'ils l'avaient en stock. Elle m'a de suite répondu sur mon numéro que oui, et elle m'a demandé si je souhaitais le réserver.

J'ai répondu oui, vu que c'était le dernier qu'elle me le réserve. Et donc après je suis allée chercher le sac, chez la fille avec qui j'étais déjà en contact, elle s'appelle Azalea. Je suis donc allée directement en magasin acheter le sac.

Question : Si tu avais pu, par exemple, le commander chez Azalea par téléphone et qu'elle te l'envoie à la maison. Est-ce que ça t'aurait intéressé ?

Cette fois-ci non, mais pour une autre fois peut-être oui. Cette fois-là non parce qu'il faisait beau, j'avais envie de me promener donc je m'étais dit que ça ferait une sortie sympa. Surtout que les magasins de luxe sont toujours situés dans des villes et des quartiers sympas donc c'est plutôt agréable de s'y promener et d'y passer une après-midi. C'est pas juste 'aller acheter le sac et rentrer à la maison'.

Question : et si alors ça avait été un weekend ou tu avais autre chose de prévu, tu aurais reporté ton achat au weekend d'après ou est-ce que tu lui aurais demandé de te l'envoyer à ton domicile, s'ils proposaient ce service ?

Si vraiment je ne pouvais pas me déplacer je lui dirais de me l'envoyer, mais je préférerais reporter l'achat pour aller en magasin et passer une après midi shopping sympa, si déjà j'achète un produit comme ça. Donc à choisir entre commander ou le reporter, je l'aurais reporté, surtout si c'est pour quelques jours ou une semaine. J'aime pouvoir voir les autres produits aussi, les tester et les essayer. Comme la fois où j'ai acheté le porte-monnaie et que j'ai essayé le sac justement. Et par après c'était le prochain achat que j'ai fait.

Question : Si tu étais sur le site web par exemple, tu pourrais aussi commander le sac et découvrir les autres produits qu'ils vendent en même temps, avec les photos etc. Tu en penses quoi ?

C'est quand même différent, j'aime pouvoir de suite tester le produit et voir s'il me va. Surtout sans devoir avancer la somme pour le commander en ligne et finalement renvoyer le produit s'il ne me plaît pas. En magasin tu le vois, tu peux de suite essayer et ensuite payer si tu décides de l'acheter et que tu es sûre de ton choix. Tu peux aussi demander

l'avis des personnes qui travaillent dans la boutique, parce qu'ils conseillent aussi beaucoup et c'est quelque chose qui me plaît.

Question : Et si tu pouvais le commander en ligne sans avancer le paiement ?

Oui, ce serait déjà plus intéressant. Je pourrais prendre le temps de réfléchir, de l'essayer plusieurs fois à la maison. Mais à choisir entre commander en ligne ou aller en boutique je choisirai quand même de me rendre en boutique pour acheter. C'est toute l'expérience de rentrer dans un magasin de luxe, d'acheter, la manière dont tu es accueillie et servie, tout ça me plaît. Ce n'est pas juste le produit en lui-même. En plus j'ai la possibilité de voir les autres produits, qui sont souvent de très beaux produits. C'est possible de les essayer et de les toucher et c'est ce qui me plaît.

3. How did you discover that product?

Ce sac je l'avais vu pour la première fois sur photo, sur Instagram. Après je l'avais aussi vu en vrai mais c'est surtout sur Instagram que j'ai découvert son existence. Je l'ai vu en photo donc, porté sur d'autres filles et il me plaisait. Je me suis donc dit que je devrais l'essayer pour voir comment il me va à moi.

4. At what moment did you decide that you wanted or needed that product?

Dès que je l'ai vu en boutique, quand je l'ai essayé je me suis dit qu'il fallait que je l'achète. J'ai vu qu'il m'allait bien, qu'il était beau et pratique. En photo c'est une chose mais en le voyant en vrai et en l'essayant, en m'imaginant un peu avec j'avais de suite envie de l'acheter.

5. Did you purchase it online or in-store, and why?

-

6. Do you recall a bad memory related to this shopping experience?

Cette fois-ci non, tout s'est très bien passé. Il y a eu un peu d'attente quand j'ai acheté mon porte-monnaie vu que c'était un Samedi, mais rien d'embêtant parce qu'on a été bien accueillis et on nous a mis à l'aise pour attendre. On a dû attendre un peu pour être servi, pour que quelqu'un se libère pour pouvoir me montrer le produit et donc faire l'achat.

Quand je suis allée acheter mon sac il y avait moins de monde, mais surtout j'avais prévenu Azalea de notre arrivée et nous attendait. Elle nous a donc de suite accueillie, elle nous a fait nous asseoir, nous a servi un verre en attendant qu'elle prépare le sac. C'était donc beaucoup plus rapide et efficace vu qu'elle savait l'heure à laquelle j'allais venir, elle a pu directement s'occuper de moi.

Sinon j'ai eu vraiment une mauvaise expérience dans une autre boutique Louis Vuitton, ou à l'inverse il n'y avait pas du tout de monde mais par contre le personnel était beaucoup moins accueillant. J'étais aussi allée pour acheter un sac mais je n'ai pas du tout aimé le service. C'était bien en dessous de ce dont à quoi je m'attendais pour une boutique de ce type. On m'a moins expliqué et montré le produit, on m'a moins chouchouté (rires). Je me suis moins sentie dans le monde Louis Vuitton, c'était vraiment expéditif. Je viens, j'achète, je pars. J'ai trouvé ça dommage, surtout que c'était mon premier sac Louis Vuitton.

7. Do you recall a good memory related to this shopping experience?

Le moment d'achat m'a le plus plu. Le fait d'y aller, d'être dans la boutique, d'acheter et de découvrir à nouveau le produit, mais aussi qu'on m'accueille bien, qu'on m'offre un verre, qu'on me le prépare et après repartir avec.

8. At what degree are the following characteristics important for you for a pleasant shopping experience?
 (- - = not at all, ++ = extremely important)

	Not important at all	Not important	Important	Very important
Trying on before buying				X
<i>Quelque chose peut paraître super et très beau sur photo ou porté par quelqu'un d'autre, mais au final pas faire le même effet du tout sur moi donc c'est très important pour moi de pouvoir essayer le produit avant de l'acheter.</i>				
Home delivery		X		
<i>Je trouve très important qu'ils le proposent, mais personnellement je n'ai pas envie de commander un produit premium ou de luxe sur internet ou en boutique. Quand c'est un cadeau, je trouve ça pratique de pas devoir se déplacer, parce que je ne vais pas chercher à aller dans la boutique pour vivre une jolie expérience si ce que j'achète n'est pas pour moi. Dans ce cas je veux juste le produit. Par contre, j'aime pouvoir voir les produits sur internet avant d'aller l'acheter en boutique. Me renseigner dessus, voir les caractéristiques, comparer à d'autres produits etc. Ce que je trouve bien aussi c'est de pouvoir savoir si les produits sont disponibles dans la boutique dans laquelle je vais me rendre pour acheter le produit une fois que je l'ai vu sur internet, parce que ça m'est déjà arrivé de vouloir acheter un sac que j'ai vu sur le site web, mais d'arriver en boutique et qu'on me dise qu'ils n'ont pas ce modèle-là dans leur boutique.</i>				
Advice from friends			X	
<i>J'aime demander leur avis, même si souvent je me fais une opinion toute seule. Mais j'aime bien si on me confirme mon idée et entendre l'avis de mes amis.</i>				
Advice from experts (influencers, fashion professionals)	X			
Advice from sales people or brand representatives			X	
<i>Je dirais que c'est aussi important que l'avis des amis, pour les lunettes que mon copain a acheté par exemple Azalea l'a beaucoup aidé. C'est des professionnelles donc j'estime qu'ils s'y connaissent quand même bien.</i>				
Large choice of items and colors available				X
<i>Oui c'est très important pour moi, j'aime pouvoir trouver le produit qui me correspond le mieux et avoir le choix.</i>				
Large choice of sizes available				X
Availability/opening 24/24 et 7/7			X	

J'aime avoir accès aux produits au moment où j'en ai besoin.

<i>Easy finding and comparing of products and prices</i>				X
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J'aime pouvoir comparer et surtout en boutique, pour pouvoir les voir et les essayer en même temps.

<i>Possibility to see the item styled and/or worn by others</i>	X			
---	---	--	--	--

Pour moi c'est important de le voir sur moi, ça m'importe peu de le voir sur les autres. Ça peut être utile de le voir porté sur quelqu'un en ligne, pour voir comment le produit est taillé etc.

<i>Possibility to see a ranking and/or comments from others</i>		X		
---	--	---	--	--

L'avis des autres ne m'est pas tellement important. Ce qui peut être bien c'est d'avoir une information sur l'usure, mais si c'est une marque en qui j'ai confiance et dont je connais la qualité alors je n'en ai pas l'utilité.

<i>Possibility to give my opinion and/or rank the product</i>	X			
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<i>Possibility to share my look/style/new items on social media</i>			X	
---	--	--	---	--

<i>Same day delivery</i>				X
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Si c'est possible c'est ce que j'aimerais bien, c'est aussi la raison pour laquelle j'aime aller en magasin pour de suite avoir le produit.

<i>Multiple brands and/or styles at the same place</i>				X
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<i>Experience and/or learn about the brand's heritage</i>			X	
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CONCEPT TESTING

This project is about blending the physical and digital shopping experience, by taking the best from the two worlds and creating a phygital experience in Geneva. Hereafter will follow examples of what is done worldwide; please give your opinion on each.

9. Product scan

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

J'aime avoir l'avis des autres, le produit porté, surtout pour le maquille en fait je trouve ça vraiment bien. Le maquillage je n'aime pas tester en magasin, donc là c'est vraiment spécifique au maquillage.

10. Community wall

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je n'aime pas du tout faire ça, je n'en vois pas l'intérêt et je ne prendrai pas de plaisir à la faire.

11. Nordstrom's new concept store

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

J'aime beaucoup l'idée qu'un styliste s'occupe que de moi, me propose des tenues en fonction de mes goûts et de mes envies. Ce qui me plaît moins c'est de devoir attendre que le produit soit livré chez moi.

12. Gémo and the helpful robot

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Ça fait un peu peur (rires), c'est marrant mais ce n'est pas trop quelque chose qui me plaît. En plus ça gâche un peu l'expérience luxe, c'est un peu ridicule.

13. Sezane's apartment showroom

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Si c'est pour commander en ligne, je peux le faire chez moi. De plus, j'aime le service et un environnement boutique donc je n'aime pas le fait que c'est un esprit appartement.

PROFILE

14. How often do you go shopping (online or in store)?

- Once a day
- **Once a week**
- Once a month
- Twice a year

- Once a year
- Never

15. Which statement describes best your shopping habits?

- **I really enjoy shopping and spend time shopping for new items.**
- I like going shopping when I need something.
- I dislike shopping and do so only when I really need to buy something.
- Someone else does the shopping for me.

16. Do you have a preference for online or in store shopping?

- Online shopping.
- **In store shopping.**
- Both.

17. Why do you prefer online, in store, or both?

Je n'aime juste pas quand il y a beaucoup de monde dans une boutique, et l'attente aussi. Je déteste ça, mais sinon je préfère largement faire du shopping en boutique. Aussi, je trouve qu'il y a beaucoup plus de choix en ligne qu'en boutique, c'est la seule chose que je trouve un peu dommage quand je fais du shopping en boutique.

18. How often do you shop online?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

19. How often do you shop in store?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

20. On average, how much time do you spend in a store?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

21. On average, how much time do you spend on an online store (e-commerce website)?

- 0 to 15 minutes
- 15 to 30 minutes
- 30 to 60 minutes
- **More than 1 hour**

Appendix 4: Verbatim of the third interview

Persona 1: Interview #1

CUSTOMERS' EXPERIENCE

1. What was the last cloth or accessories over CHF 300 that you purchased?
Un sac noir.

2. Please tell me how this shopping experience went (before, during, after)?
L'expérience était très positive parce que j'avais vu ce sac initialement à en promotion, mais j'hésitais à l'acheter parce que je le trouvais quand même cher même avec la promotion. Pour finir je l'ai acheté, comme cadeau de fin d'études à moi-même, et le lendemain il n'y avait plus de promotions et il est repassé au plein prix. J'étais donc bien contente d'avoir acheté au bon moment.

3. How did you discover that product?
Je l'avais vu sur Zalando parce que je cherchais justement un sac de qualité noir pour mon nouveau travail. Et puis quand je suis tombée dessus sur Zalando je savais que c'était celui-là que je voulais.

4. At what moment did you decide that you wanted or needed that product?
-

5. Did you purchase it online or in-store, and why?
Je l'ai acheté en ligne parce que c'était plus pratique. C'était le soir après le travail et j'étais tranquillement posée chez moi. En plus sur Zalando je fais confiance ce qui est de la sécurité du paiement, de la livraison et du retour gratuit. Si ça avait été un nouveau site que je ne connais pas, je pense que je n'aurais pas osé acheter quelque chose de cher. Mais dans ce cas-là vu que je connaissais le site ça ne m'a pas posé problème, au contraire j'ai trouvé ça très pratique de pouvoir commander depuis chez moi et me faire livrer.

6. Do you recall a bad memory related to this shopping experience?
J'ai eu un souci avec la livraison. Je n'étais pas chez moi quand le colis est arrivé, du coup j'ai dû le chercher à la poste. Une fois là-bas je me suis rendu compte que ce n'était pas à mon nom mais celui de mon conjoint, j'ai donc dû lui demander d'aller le chercher lui. C'était beaucoup moins pratique pour le coup.

7. Do you recall a good memory related to this shopping experience?
J'ai aimé profiter d'une promotion, et ce qui m'a plu aussi c'est la manière dont le sac était emballé à l'arrivée. Le packaging était très luxueux, il est arrivé dans un tissu de protection et j'ai trouvé ça très bien, parce que je ne m'y attendais pas vu que c'était un achat en ligne.

8. At what degree are the following characteristics important for you for a pleasant shopping experience?
(- = not at all, ++ = extremely important)

	Not important at all	Not important	Important	Very important
<i>Trying on before buying</i>			X	
<i>Pour un sac je trouve ça pas très important, mais pour les vêtements si. Je n'achète pas souvent de vêtements donc je ne connais pas forcément ma taille, donc c'est compliqué pour acheter sans essayer. Dernièrement les achats de vêtements que j'ai fait en ligne, rien ne m'allait donc j'ai arrêté de commander les vêtements sur internet.</i>				
<i>Home delivery</i>			X	
<i>Lorsque je commande en ligne, je sélectionne souvent la livraison à la poste. Comme je travaille je suis rarement chez moi quand le facteur passe, du coup je dois de toute manière aller le chercher à la poste. Mais comme le facteur est d'abord passé à mon domicile, je dois attendre un jour de plus pour pouvoir le récupérer.</i>				
<i>Advice from friends</i>			X	
<i>C'est assez important oui, surtout pour des achats plus onéreux je trouve ça bien d'écouter l'avis de ses amis.</i>				
<i>Advice from experts (influencers, fashion professionals)</i>	X			
<i>Advice from sales people or brand representatives</i>	X			
<i>Pas du tout important pour moi, c'est aussi la raison pour laquelle je préfère les achats en ligne. Je dirais que ça me dérange même lorsque je suis en boutique et que la vendeuse vient vers moi. Je préfère faire mes achats de manière autonome, j'aime regarder et essayer les choses seules. La seule raison pour laquelle j'ai besoin d'une vendeuse c'est pour demander s'il y a une autre taille en stock et pour payer. Et encore, si je pouvais le faire toute seule ça aussi, je le ferais.</i>				
<i>Large choice of items and colors available</i>		X		
<i>Tant qu'ils ont la couleur que je veux, je n'ai pas besoin de comparer plusieurs couleurs du produit.</i>				
<i>Large choice of sizes available</i>			X	
<i>Availability/opening 24/24 et 7/7</i>			X	
<i>Pas forcément non stop, mais j'aime avoir des horaires élargis comme je suis en général occupée pendant les heures d'ouverture des magasins.</i>				
<i>Easy finding and comparing of products and prices</i>			X	

Possibility to see the item styled and/or worn by others				X
<i>Je trouve ça très important oui pour se faire une meilleure idée du produit.</i>				
Possibility to see a ranking and/or comments from others	X			
<i>Pas du tout important, sauf peut-être pour savoir comment taille un produit. Si ça taille petit ou pas.</i>				
Possibility to give my opinion and/or rank the product	X			
Possibility to share my look/style/new items on social media			X	
<i>Oui, de manière privée sur WhatsApp mais pas sur les réseaux sociaux pour partager publiquement.</i>				
Same day delivery				X
<i>Je trouve que c'est important de recevoir le produit assez rapidement, je pense qu'on a plus de chances d'être satisfaite du produit et de le garder quand il arrive vite. Je suis prête à payer plus pour bénéficier de ce service.</i>				
Multiple brands and/or styles at the same place				X
<i>Je trouve ça vraiment très bien et très important, mais ce que je trouve dommage sur Zalando par exemple c'est le fait qu'il y ait trop de styles et trop de marques mélangées. Il y a énormément de choix, mais finalement ce n'est qu'une toute petite partie de leurs produits qui correspondent à nos goûts.</i>				
Experience and/or learn about the brand's heritage				X
<i>Je trouve ça vraiment très intéressant et je trouve que ça ne se fait pas assez. L'autre jour je devais vite faire un achat pendant ma pause de midi, et je suis passée à côté d'un stand d'une nouvelle marque de montres au Globus, ou ils présentaient la marque et son histoire. Je me suis arrêtée pour lire et pour en apprendre plus alors que j'étais pressée à la base, parce que j'ai trouvé ça vraiment intéressant.</i>				

CONCEPT TESTING

This project is about blending the physical and digital shopping experience, by taking the best from the two worlds and creating a phygital experience in Geneva. Hereafter will follow examples of what is done worldwide; please give your opinion on each.

9. Product scan

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Pour un sac je dirais que ce n'est pas important, mais pour du maquillage ça peut être super. Le côté tutoriel je trouve ça intéressant, parce que je le ferais chez moi de toute manière, je rechercherai comment utiliser le produit. Donc je trouve que c'est encore mieux si c'est quelque chose d'officiel qui vient de la marque.

10. Community wall

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je n'aime pas du tout le concept et je n'y prendrai pas part personnellement. D'abord je trouve que c'est un peu s'exhiber, et ensuite un grand écran comme ça, ça ne me plaît pas. J'aimais l'idée précédente avec les petits écrans, où chacun est devant le sien. Là j'aime beaucoup moins le côté où tout le monde peut voir. Après, le photobooth c'est intéressant pour prendre une photo à partager avec mes amis, mais j'utiliserais mon téléphone plutôt.

11. Nordstrom's new concept store

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

J'adore le concept ! Ce qui me plaît pour commencer c'est le fait qu'il y ai toutes les tailles disponibles à essayer, j'aime le fait qu'ils proposent d'autres services à côté aussi. Les vendeuses en général je n'aime pas trop avoir leur opinion pour mes achats, mais un personal shopper dont c'est le métier ça me plairait oui. Et avoir beaucoup de choix au même endroit, toute leur gamme, je trouve ça super. Aussi, j'adore en boutique toucher et essayer les produits, mais je déteste devoir porter mes achats par la suite. Donc une livraison à domicile après avoir acheté je trouve ça super.

12. Gémo and the helpful robot

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Non, je n'aime pas du tout.

13. Sezane's apartment showroom

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

J'aime bien le concept, mais je préfère celui de Nordstrom. C'est vrai que le côté appartement je suis pas sûre que ça me plaise, mais ce que je trouve positif c'est d'avoir la possibilité d'être complètement autonome dans l'achat. Si c'est une marque dans laquelle je m'identifie je trouve que c'est super le côté appartement, parce que c'est rentrer un peu dans leur univers.

PROFILE

14. How often do you go shopping (online or in store)?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

15. Which statement describes best your shopping habits?

- I really enjoy shopping and spend time shopping for new items.
- **I like going shopping when I need something.**
- I dislike shopping and do so only when I really need to buy something.
- Someone else does the shopping for me.

16. Do you have a preference for online or in store shopping?

- **Online shopping.**
- In store shopping.
- Both.

17. Why do you prefer online, in store, or both?

Ne pas devoir porter mes achats, avoir plus de choix au même endroit, pouvoir faire un tri rapidement dans les produits, avec les filtres pour choisir la taille et la couleur des choses.

18. How often do you shop online?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

19. How often do you shop in store?

- Once a day
- Once a week
- **Once a month**
- Twice a year
- Once a year
- Never

20. On average, how much time do you spend in a store?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

21. On average, how much time do you spend on an online store (e-commerce website)?

- 0 to 15 minutes
- 15 to 30 minutes
- 30 to 60 minutes
- **More than 1 hour**

Appendix 5: Verbatim of the fourth interview

Persona 2: Interview #3

CUSTOMERS' EXPERIENCE

1. What was the last cloth or accessory over CHF 300 that you purchased?
C'est un sac de plage.

2. Please tell me how this shopping experience went (before, during, after)?
Je regardais une story d'une fille que je suis sur Instagram, et elle a publié une photo de ce sac en mettant « I WANT » (rires). Et elle avait tagué dessus le nom de la marque, et comme je ne connaissais pas et que j'ai adoré le sac, j'ai cliqué dessus pour en apprendre un peu plus. En fait ce n'était pas quelque chose dont j'avais besoin, je n'avais même pas particulièrement envie d'un sac de plage mais l'envie s'est un peu créée au moment où j'ai vu le sac. C'était clairement un achat compulsif. J'ai hésité au début, mais ce qui m'a fait vraiment craquer c'est quand je suis allée sur leur site et que j'ai vu qu'il y avait une réduction sur le sac, 25% qui étaient valables que ce jour-là. Je ne suis pas sûre que je l'aurais acheté le prix plein, mais en tout cas je n'avais pas envie de louper cette réduction donc j'ai décidé de passer commande.

3. How did you discover that product?

-

4. At what moment did you decide that you wanted or needed that product?

-

5. Did you purchase it online or in-store, and why?

Je l'ai commandé en ligne car la boutique n'existe pas en Suisse.

6. Do you recall a bad memory related to this shopping experience?

Pour cet achat non, mais je me rappelle un mauvais souvenir d'un achat en ligne que j'ai fait. C'était il y a quelques mois, pour mon anniversaire je voulais m'offrir un sac Yves Saint Laurent, et le modèle que je voulais n'était pas disponible en boutiques. Je suis donc allé sur le site MyTheresa.com et j'ai vu qu'ils l'avaient en stock. Du coup je l'ai commandé, mais j'ai été déçue au moment de le recevoir parce que la couleur ne correspondait pas du tout à ce que je voulais, c'était pas du tout comme sur la photo et la qualité non plus. J'avais l'impression que c'était un sac H&M alors que c'est quand même un sac de luxe. En général, je n'aime pas renvoyer les articles que je commande parce que je n'aime pas payer des frais de retour pour rien, donc j'essaie d'éviter. Mais là je n'avais pas le choix parce que la couleur était terne et ça correspondait pas du tout à ce que je voulais.

7. Do you recall a good memory related to this shopping experience?

Ce qui est positif, c'est que le retour est bien organisé. Dans le colis que j'ai reçu il y avait une enveloppe UPS, j'ai dû remplir un formulaire assez simple et programmer un retour et le coursier UPS vient le récupérer à mon domicile. Donc en soit c'est que ça qui était positif, pour le reste je dirais que je préfère largement un achat en magasin, où je sais ce que j'achète, je peux voir et tester le produit, et en plus je vis vraiment l'expérience de la marque qui est inexistante sur internet, parce que même la boîte était MyTheresa et non Saint Laurent.

8. At what degree are the following characteristics important for you for a pleasant shopping experience?
 (- - = not at all, ++ = extremely important)

	Not important at all	Not important	Important	Very important
<i>Trying on before buying</i>			X	
<i>C'est assez important, mais disons que ça ne me derange pas quand ce n'est pas possible. Je commande quand même en ligne et je me dis qu'au pire des cas je peux retourner le produit. Par contre, c'est la raison pour laquelle je n'achète pas de vêtements en ligne.</i>				
<i>Home delivery</i>				X
<i>Advice from friends</i>		X		
<i>Advice from experts (influencers, fashion professionals)</i>			X	
<i>Advice from sales people or brand representatives</i>	X			
<i>Large choice of items and colors available</i>		X		
<i>J'aime avoir le choix, mais s'il y a trop de choses après ça devient trop compliqué donc ça me plait moins. J'aime avoir le choix sur des styles que j'aime déjà. Je ne vois pas l'utilité des sites comme Zalando ou il y a énormément de choix mais finalement c'est tous styles et tous budgets confondus.</i>				
<i>Large choice of sizes available</i>				X
<i>Availability/opening 24/24 et 7/7</i>				X
<i>Easy finding and comparing of products and prices</i>			X	

Possibility to see the item styled and/or worn by others				X
--	--	--	--	---

Possibility to see a ranking and/or comments from others			X	
--	--	--	---	--

Ça peut être utile en ligne pour me faire une meilleure idée du produit.

Possibility to give my opinion and/or rank the product				X
--	--	--	--	---

Je trouve ça important de pouvoir le faire si j'ai une mauvaise expérience d'achat, pour pouvoir la partager avec les autres.

Possibility to share my look/style/new items on social media			X	
--	--	--	---	--

Same day delivery				X
-------------------	--	--	--	---

Multiple brands and/or styles at the same place			X	
---	--	--	---	--

Je n'aime pas quand il y a trop de choix, c'est une perte de temps quand je dois tout passer en revue pour trouver l'article qui me plait. S'il y a trop de marques je serais perdue.

Experience and/or learn about the brand's heritage			X	
--	--	--	---	--

CONCEPT TESTING

This project is about blending the physical and digital shopping experience, by taking the best from the two worlds and creating a phygital experience in Geneva. Hereafter will follow examples of what is done worldwide; please give your opinion on each.

9. Product scan

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je trouve l'idée bonne mais ce n'est pas quelque chose dont je me servais. Personnellement, lorsque j'achète du maquillage je sais exactement ce que je veux et je n'ai pas besoin de voir la note ou les commentaires des gens, parce que j'aurais déjà fait mes recherches en amont, avant de me rendre en boutique.

10. Community wall

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je n'aime pas les photobooth et ce genre d'activités.

11. Nordstrom's new concept store

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je sais exactement ce qui me va niveau morphologie, donc je pense que la styliste risque de me proposer des choses qui soit ne me plaisent pas, soit ne me vont pas. Je n'ai donc pas trop l'utilité de ce genre de services.

12. Gémo and the helpful robot

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je ne vois pas vraiment l'intérêt de ce concept.

13. Sezane's apartment showroom

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je n'aime pas trop le concept, personnellement si je commande en ligne ça ne me derange pas d'attendre pour la livraison. Par contre, si je fais le choix d'aller en magasin c'est pour pouvoir repartir directement avec le produit, sinon je n'en vois pas l'intérêt.

PROFILE

14. How often do you go shopping (online or in store)?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

15. Which statement describes best your shopping habits?

- **I really enjoy shopping and spend time shopping for new items.**
- I like going shopping when I need something.
- I dislike shopping and do so only when I really need to buy something.
- Someone else does the shopping for me.

16. Do you have a preference for online or in store shopping?

- Online shopping.
- **In store shopping.**
- Both.

17. Why do you prefer online, in store, or both?

J'aime vivre l'expérience d'achat en magasin, j'aime l'instantané aussi, le fait de toute de suite avoir le produit qu'on achète. J'utilise le en ligne uniquement quand c'est des choses que je ne trouve pas en Suisse.

18. How often do you shop online?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

19. How often do you shop in store?

- Once a day
- Once a week
- **Once a month**
- Twice a year
- Once a year
- Never

20. On average, how much time do you spend in a store?

- 0 to 15 minutes
- 15 to 30 minutes
- **30 to 60 minutes**
- More than 1 hour

21. On average, how much time do you spend on an online store (e-commerce website)?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

Appendix 6: Verbatim of the fifth interview

Persona 1: Interview #2

CUSTOMERS' EXPERIENCE

1. What was the last cloth or accessory over CHF 300 that you purchased?
Oui, c'est un sac Burberry.

2. Please tell me how this shopping experience went (before, during, after)?
C'était en ligne, sur le site deindeal.ch. Il y avait une vente en ligne avec des prix assez intéressants.

3. How did you discover that product?
Je l'ai découvert sur le site. Ce modèle là je ne l'avais jamais vu en boutique donc c'était une première. Ça me paraissait un article sympa, j'aime beaucoup cette marque et puis il y avait un rabais intéressant.

4. At what moment did you decide that you wanted or needed that product?
C'est un site où je vais régulièrement, où ils font des ventes avec des rabais. J'aime bien aller voir de temps en temps pour voir s'il y a quelque chose qui pourrait m'intéresser.

5. Did you purchase it online or in-store, and why?
*En général j'ai très peu de temps pour faire du shopping, donc je me rends rarement en boutique. Là où j'ai plus l'occasion d'aller voir ces boutiques là c'est dans les aéroports. Et comme ce modèle là je ne l'avais jamais vu en boutique je n'ai pas trop hésité et je l'ai acheté en ligne.
Mais en général c'est par manque de temps que j'achète plus en ligne qu'en boutique.*

Question : Et si vous aviez plus de temps à disposition, vous vous accorderiez une journée shopping par exemple ?

En général je ne trouve jamais ce que je recherche lorsque je fais du shopping en boutiques, je trouve qu'on perd beaucoup de temps à trouver ce dont on a besoin. Après il faut essayer, etc. Pour moi c'est assez rébarbatif. Généralement, l'assortiment n'est pas toujours idéal en plus, il manque toujours la bonne taille et ce genre de choses. En ligne, on a un assortiment qui est assez impressionnant et qu'on a de la peine à retrouver en boutique. Mais si j'avais plus de temps, et si l'assortiment de produits était plus important, ou alors si je pouvais savoir à l'avance où aller pour trouver ce que je veux, j'irais plus facilement en boutique. Mais pour l'instant ce n'est pas le cas. Ces dernières années en tout cas j'ai trouvé plus de choses en ligne que ce que j'ai trouvé en boutique.

6. Do you recall a bad memory related to this shopping experience?
La seule chose qui aurait pu ne pas me plaire, c'est que sur ce site, si l'article ne convient pas on peut le renvoyer mais ils remboursent la somme sous forme d'avoir à réutiliser sur le site à nouveau.

Question : De votre côté, vous aviez assez confiance au moment de l'achat alors ? vous vous êtes dit qu'il y a plus de chances que vous alliez garder le sac que de le renvoyer ?

Je me suis dit que s'il ne me plaisait pas je n'hésiterai pas à le renvoyer, ce n'est quand même pas une petite somme, mais c'est vrai que j'avais relativement confiance comme il y avait pas mal d'indications, de photos, de mesures... pour savoir que c'est quelque chose qui à priori allait me convenir.

7. Do you recall a good memory related to this shopping experience?

La qualité de l'assortiment de produits, malgré le fait que ce soit un site spécialisé dans les rabais.

8. At what degree are the following characteristics important for you for a pleasant shopping experience?

(- = not at all, ++ = extremely important)

	Not important at all	Not important	Important	Very important
<i>Trying on before buying</i>				X

<i>Home delivery</i>				X
----------------------	--	--	--	---

Par manque de temps, pour moi c'est extrêmement important.

<i>Advice from friends</i>		X		
----------------------------	--	---	--	--

<i>Advice from experts (influencers, fashion professionals)</i>	X			
---	---	--	--	--

<i>Advice from sales people or brand representatives</i>		X		
--	--	---	--	--

<i>Large choice of items and colors available</i>				X
---	--	--	--	---

<i>Large choice of sizes available</i>				X
--	--	--	--	---

<i>Availability/opening 24/24 et 7/7</i>			X	
--	--	--	---	--

<i>Easy finding and comparing of products and prices</i>				X
<i>Possibility to see the item styled and/or worn by others</i>				X
<i>Possibility to see a ranking and/or comments from others</i>				X
<i>Possibility to give my opinion and/or rank the product</i>			X	
<i>Possibility to share my look/style/new items on social media</i>	X			
<i>Same day delivery</i>		X		
<i>Multiple brands and/or styles at the same place</i>				X
<i>Experience and/or learn about the brand's heritage</i>			X	

CONCEPT TESTING

This project is about blending the physical and digital shopping experience, by taking the best from the two worlds and creating a phygital experience in Geneva. Hereafter will follow examples of what is done worldwide; please give your opinion on each.

9. Product scan

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Par manque de temps, je ne pourrais pas passer du temps à aller en boutique, regarder les produits, les scanner et regarder l'écran etc.

10. Community wall

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Les réseaux sociaux ce n'est vraiment pas mon truc et les selfies non plus.

11. Nordstrom's new concept store

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Le concept me plait vraiment beaucoup mais, de nouveau, par manqué de temps je ne pense pas que je pourrais beaucoup en profiter des lieux comme le café et la manucure. Mais le fait de pouvoir prendre rendez-vous avec un styliste pour une certaine période de temps et que lui me prépare des styles et vêtements qui pourraient me correspondre je trouve ça génial. Et puis j'adore aussi le fait qu'on envoie les affaires achetées directement au domicile.

12. Gémo and the helpful robot

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Je n'aime pas du tout et je vois mal comment ça pourrait fonctionner correctement.

13. Sezane's apartment showroom

What is your reaction to this feature? (1= very negative; 5=very positive)

1 2 3 4 5

Comment what you liked or disliked (open question):

Ça a l'air plutôt sympa comme concept, mais dans ce cas-là ce qui me pose problème c'est l'assortiment des produits. Je pense que dans ce genre de boutiques on peut pas tout trouver non plus.

PROFILE

14. How often do you go shopping (online or in store)?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

15. Which statement describes best your shopping habits?

- I really enjoy shopping and spend time shopping for new items.
- **I like going shopping when I need something.**
- I dislike shopping and do so only when I really need to buy something.
- Someone else does the shopping for me.

16. Do you have a preference for online or in store shopping?

- **Online shopping.**
- In store shopping.
- Both.

17. Why do you prefer online, in store, or both?

Par manque de temps et pour avoir accès à un plus grand assortiment de produits.

18. How often do you shop online?

- Once a day
- **Once a week**
- Once a month
- Twice a year
- Once a year
- Never

19. How often do you shop in store?

- Once a day
- Once a week
- **Once a month**
- Twice a year
- Once a year
- Never

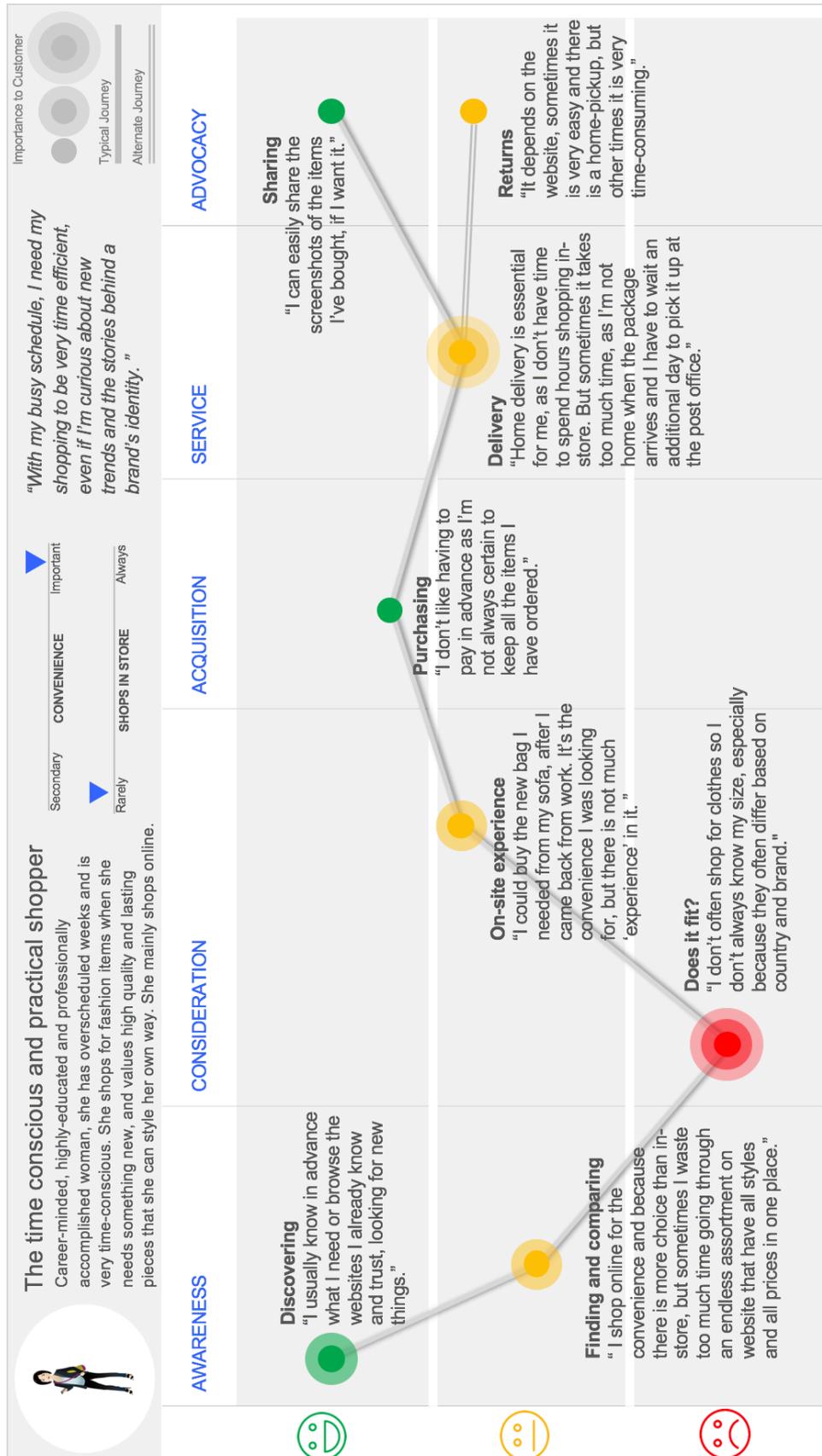
20. On average, how much time do you spend in a store?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

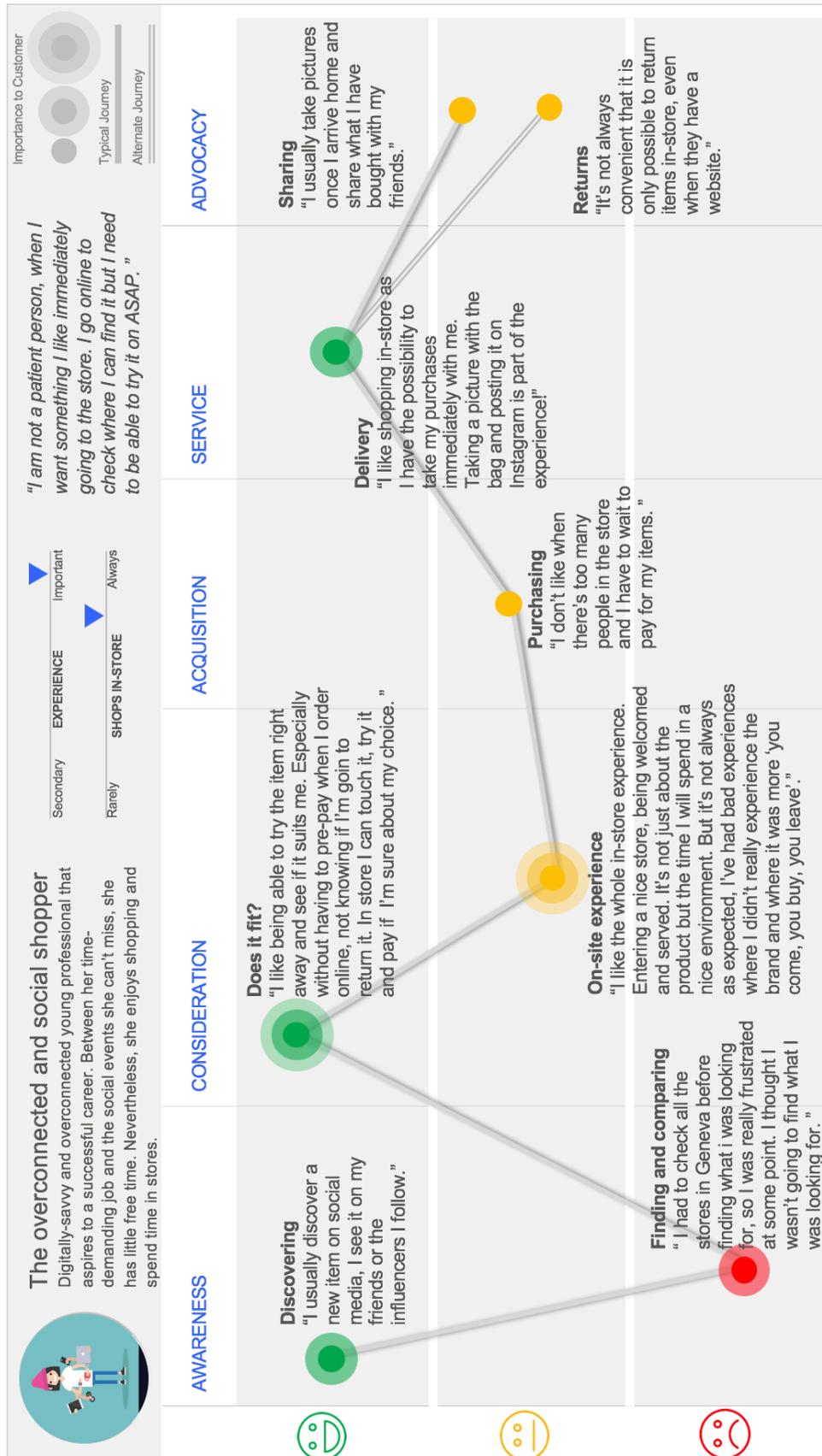
21. On average, how much time do you spend on an online store (e-commerce website)?

- 0 to 15 minutes
- **15 to 30 minutes**
- 30 to 60 minutes
- More than 1 hour

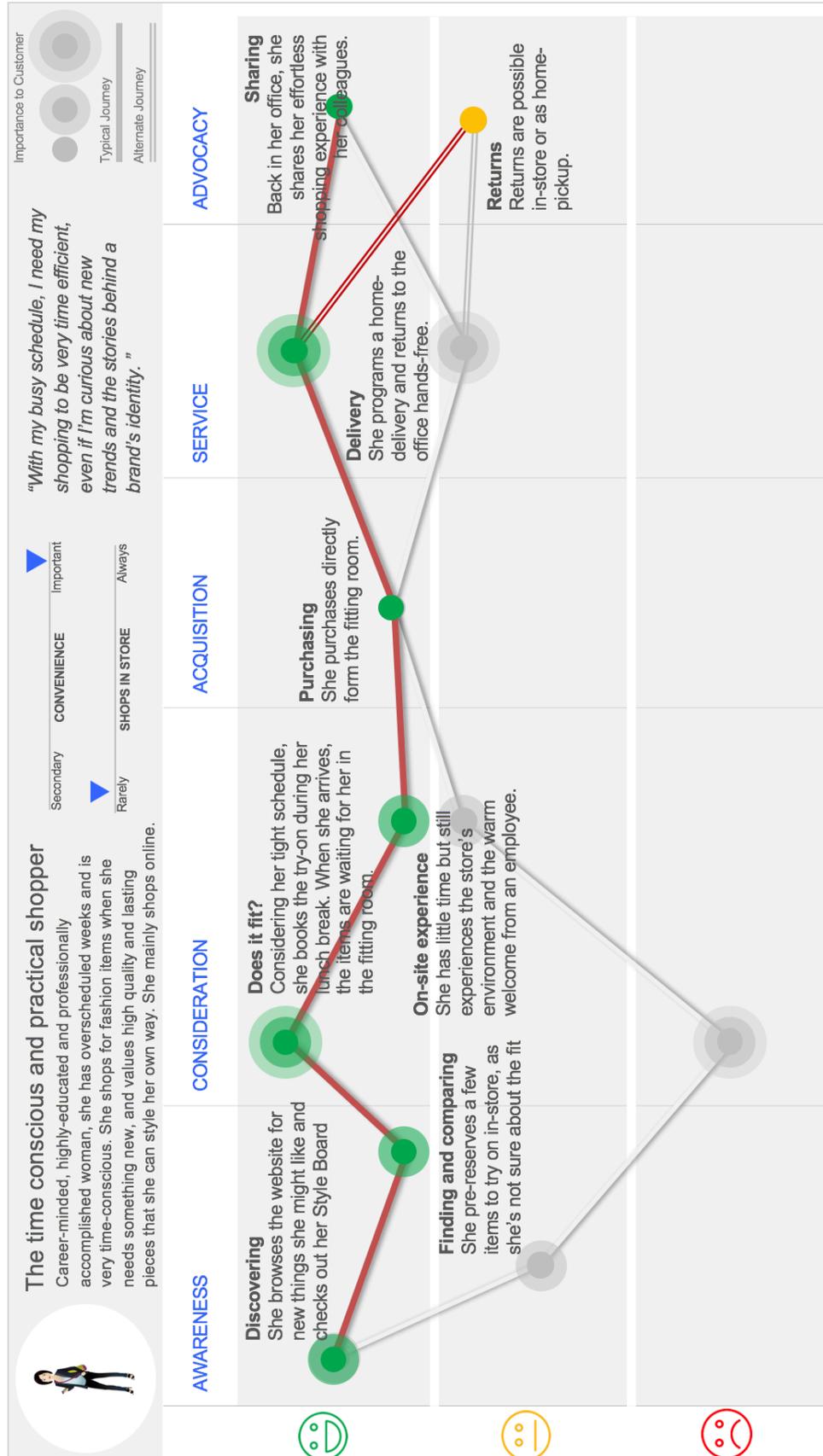
Appendix 7: Consumer journey of the time-conscious and practical shopper



Appendix 8: Consumer journey of the overconnectet and social shopper



Appendix 9: Persona 1 – A hassle-free and effortless shopping experience



Appendix 10: Persona 2 – A shared and memorable shopping experience

