

LUXURY MEMO SPECIAL REPORT

Luxury brand affinity and loyalty: Luxury Memo special report

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Nordstrom Rewards' 9.9 million members demonstrates consumer interest in loyalty programs. Image credit: Nordstrom

By JEN KING

Emotion-fueled brand loyalty is a driving factor of purchase decisions, but are luxury businesses leveraging consumers' affinity and fervent fandom effectively?

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Despite a behavioral shift that has resulted in consumers' mixing and matching from various price points, loyalty for a particular brand or good, whether it be an automaker or skincare product, remains. While most luxury categories are not prone to outwardly promoting affinity-based initiatives for VIP or very important client (VIC) customers, the idea of brand loyalty is intrinsic to luxury marketing due to the lifestyle and philosophical associations between brand and consumer.

"Loyalty to a brand does signify satisfaction with the product, process and service, but increasingly, the brand's relevance is playing a role," said Cara David, managing partner at [YouGov Affluent Perspective](#), New York. "When brands lose sight of consistently delivering a quality product, the nature of their relationships with their clients, or their brand's relevancy in their lives, consumers will find something better to replace it.

"Today, quality and service are merely core competencies in both hard and soft luxury," she said. "What we see now is that affluent and wealthy consumers want brands that reflect who they are telling stories about your brand will help make real connections.

"It's long been known that loyal customers many who become a brand's key advocates cost less to maintain and spend more than new customers. In this time of consumer self-segmentation, with the ability to find viable alternatives in a number of places, the pressure is on marketers to stay relevant.

"For some brands this could mean new, engaging experiences, think retail, or deeper explorations of self-understanding, think travel," Ms. David said. "Loyal customers pay for themselves."

5 key aspects of brand loyalty

- Lucrativeness

Loyalty reward programs are prevalent in high-end retail and hospitality, but the concept of accrued points,

cash back and other perks are far from luxury standards. Although customer relationship management (CRM) efforts are commonplace across sectors, luxury brands could benefit from ramping up efforts that attract aspirational consumers and retain established buyers.

- **Generational indifference**

At one time, affluent consumers dressed in only a select handful of brands and would book vacations at properties managed by the same hospitality chain. But, times have changed and millennial and Generation Z consumers have shown not to have the same level of affinity for luxury, or even mass, brands. Luxury players must take this into consideration when pushing loyalty-based promotional incentives.

- **Experiential**

As consumers yearn for experiences, time spent in-store and the service received during that dwell time may translate to stronger brand or retailer loyalty. If a memorable experience is had at an immersive and interactive storefront, for example, consumers may be more inclined to shop the brand in the future.

- **Personalization**

Similar to experiential, the more personalized an experience, especially at the product level, the stronger the relationship between brand and consumer becomes. There has been an uptick in DIY and bespoke concepts, allowing consumers to create a luxury product, such as a handbag or shoes, that speaks to their personal style. If a shared lifestyle is exhibited between brand and consumer there is a likelihood that the buying relationship will continue.

- **Mobile and social visibility**

In sectors with robust reward programs, such as retail, beauty and hospitality, digital has impacted consumer retention. Social media has allowed for constant communication between consumers and their favorite brands while new technologies such as artificial intelligence ensure that retention is maintained by responding to inquiries in real-time for a seamless experience. Also, mobile wallets consolidate and organize consumers' rewards cards and coupons, when applicable, which in turn creates an easier transaction process in-store.

Loyal to luxury

The majority of consumers are creatures of habit, preferring to purchase the same brand of soap, sneakers and other goods with little consideration of other brands, based on past positive experiences had with tried-and-true-favorites.

The same rings true for luxury brands' products and services.

Luxury is firmly rooted in quality and offers a superior level of service compared to mass market equivalents.

If a consumer purchases leather goods by Louis Vuitton, for example, season after season, the decision is most commonly due to positive purchasing experiences, a familiar sense of quality standards and shared values.

Understandably, loyal consumers consistently drive sales for brands.

According to research from the [Harvard Business Review](#), 64 percent of consumers seek out brands based on philosophy or overall mission. Increasingly, a shared value system between a consumer and brand is driving sales and repeat purchases due to a feeling of trust.

But in its 2017 Affluent Perspective Global Study, YouGov found that affluent consumers are less likely than ever to feel that they can personally relate to a brand. For many, if that shared value system is missing it can become a deciding factor in whether they are willing to spend on the brand at all.

Seventy-two percent of survey respondents said that they felt there were very few brands that they could personally relate to, with the Middle East being the region where this feeling is the strongest. To amend this, luxury brands need to deepen their understandings of the values and desires of their customers and learn how to approach them in a way that is appealing and authentic.



Loyalty is fueled by emotion and boosted by personalization. Image credit: Printemps

The feeling of not relating has had an impact on brand loyalty with 56 percent of affluent consumers telling YouGov they are less loyal to brands now than they were in the past.

There is also a shared sentiment of lacking appreciation. Per YouGov, 72 percent said they wished brands would show that they appreciate the loyalty affluent consumers have shown through advocacy and recurrent spending ([see story](#)).

"Executing loyalty programs can help quell established consumers' concerns that their favorite brand does not appreciate nor recognize their allegiance," said Deborah Weinswig, Managing Director, [Fung Global Retail & Technology](#), New York. "Further, a CRM strategy can help obtain new consumers through attractive offers and perks.

Loyalty programs are about more than just loyalty," she said. "Think data. Retail loyalty programs have a long history in the United States.

"According to rewards program solutions company Smile.io, these programs started in the 18th century, when retailers would give customers copper tokens that could be redeemed for future purchases. Then in the 19th century, U.S. consumers began receiving green stamps for purchases; shoppers collected the stamps and redeemed them for products.

"The first airline frequent-flyer program was created for United Airlines in 1972. And today, we all likely have a card in our wallet from a neighborhood coffee or sandwich shop that says, 'Buy 10, get one free,'" Ms. Weinswig said. "Many of us also have probably bought an unnecessary flight or an unnecessary sandwich at some point just to maintain or raise our rewards status.

"Although there are a variety of credit cards that offer cash back, airline miles or hotel points, and numerous restaurant and retailer rewards schemes, a few of these programs go much deeper, offering personalized services adapted to individual consumers based on an analysis of their data."

Couture couponing

As luxury marketers continue to turn their attention to millennials and Gen Z, the next generation of maturing shoppers, CRM programs may prove effective in directing this age group's spending power.

Within the Gen Z demographic, for instance, 81 percent are willing to switch from their favorite brand if they find a similar product of better price or quality.

These consumers are, however, willing to sign up for loyalty cards in exchange for deals and discounts. The finding speaks to the value-focused mindset of Gen Z, but also presents brands with an opportunity to generate repeat business through effective CRM rewards program management ([see story](#)).

"As millennials are becoming a more [significant buying power](#), so are their preferences and drivers," said Jessica Wolfe, principal in consumer products and retail practice at [A.T. Kearney](#), New York. "In this evolved value system, experiences become significant in driving brand loyalty.

"It's becoming increasingly important for retailers and brands to focus on providing a superior experience across the entire journey from browsing through after care," she said. "The Instagram culture has created a vehicle for people to share their likes and loves with the world.

"Popular Instagrammers from micro- to mega-influencers can influence hundreds, thousands, and sometimes

millions of people by sharing the brands they are most passionate about. It's how brands such as Anastasia Beverly Hills have risen to powerhouses."

Within luxury there is a looming fear that offering steep discounts and going too low in price will dilute a brand's standing. On the other hand, there is the thought that if a consumer of affluent means is purchasing a high-ticketed good, is it even necessary to offer a discount?

Nevertheless, research has shown that it is common for consumers of all financial brackets, even the ultra-affluent, to price compare and appreciate a discount while shopping ([see story](#)).

As such, Bond Brand Loyalty found that loyalty programs have seen enrollment increase significantly, growing 31 percent over the last three years. Also, loyalty programs are one of the top drivers of brand choice with many enrolled members sticking with the brand more often than non-members ([see story](#)).

For example, Nordstrom department store recently grew its loyalty program membership by 39 percent year-over-year to 9.9 million consumers.

Nordstrom Rewards: Everything looks better with a \$20 note

In the most recent quarter, these Nordstrom Rewards enrollees accounted for about half of all sales ([see story](#)).

Loyalty leaders

While loyalty is often summed up as offering discounts, CRM should be focused on the total experience had with a brand and used as a strategy to retain consumers rather than a means to chase after new clients.

Overall, loyal consumer retention should be a luxury marketer's objective and secured through a well-executed CRM strategy based on perceived value and service.

"Customers engage with brands and develop affinity because of the product," said Evan Magliocca, brand marketing manager at [Baesman](#), Columbus, OH. "Marketers forget that sometimes as we get caught up in so many other initiatives, but the customer is going to interact with the items they've bought far more than they will interact with the actual brand. So positive product experiences are paramount.

"From there, loyalty is produced through fluid cross-channel experiences and customer service that proves to the customer that they are special and valued," he said.

"Loyalty gets overcomplicated sometimes customers want to know they are valued for spending their time, money and effort in stores most retailers tend to think that means discounts and promotions, but that's just one tool in a much bigger toolbox that is underutilized."



Loyal consumers drive sales and may inspire others to do so as well. Image credit: Galeries Lafayette

Consumers who frequent a brand are a value asset and drive sales more than peers who may only shop a particular label occasionally.

"Loyal customers usually make up about 20 percent of the overall customer base, yet represent the majority of total revenue," Baesman's Mr. Magliocca said. "They outperform the occasional shopper on every major performance indicator.

"Lifetime value is so important in loyalty because if we extrapolate that revenue over the course of years, the difference is staggering," he said. "That's why we've seen so many CEOs talking about engagement, customer files and loyalty programs in their earnings reports recently.

"Loyalty is essentially a shareholder's dream."

Retail rewards

Retail is considered the go-to example of a sector that has excelled in leveraging consumers' enthusiasm through co-branded credit cards, complimentary-gifts-with-purchase and other membership perks such as exclusive sales for "friends and family" of the retailer. Despite the sector's continued challenges, these CRM methods have helped to build a loyal consumer following.

Department stores' co-branded credit lines accrue points as the consumer shops.

Retailer Bergdorf Goodman's American Express-branded credit card, for instance, tallies InCircle points for every dollar spent at the New York department store either online, in person or by phone. When activated, the new cardholder is gifted 5,000 InCircle bonus points if a same-day purchase is made.

When the cardholder hits 10,000 points, or about \$10,000 spent, Bergdorf Goodman automatically sends a \$100 gift card to the consumer to be spent within six months from issue. Bergdorf Goodman's program also includes "double point days" selected by the member and a code for free two-day shipping.

Department store chain Neiman Marcus, Bergdorf Goodman's parent company, also uses InCircle.

How InCircle Works

2
EARN TWO IN-CIRCLE POINTS* for virtually every dollar using your NM or BG credit card

\$100
GET A \$100 POINT CARD* after earning 10,000 InCircle points

P
EARN PERK CARDS* Use them toward store services

IN-CIRCLE CONCIERGE* Your connection to personalized travel experiences, hard-to-get tickets + more

2+
DAY OF CHOOSING* Pick a day, earn double points

Check out more benefits exclusively for InCircle members

Neiman Marcus
OPEN A NM CREDIT CARD*

BERGDORF GOODMAN
OPEN A BG CREDIT CARD*

*Get 5,000 Bonus InCircle Points***
WHEN YOU OPEN AN ACCOUNT AND MAKE A PURCHASE ON THE SAME DAY.

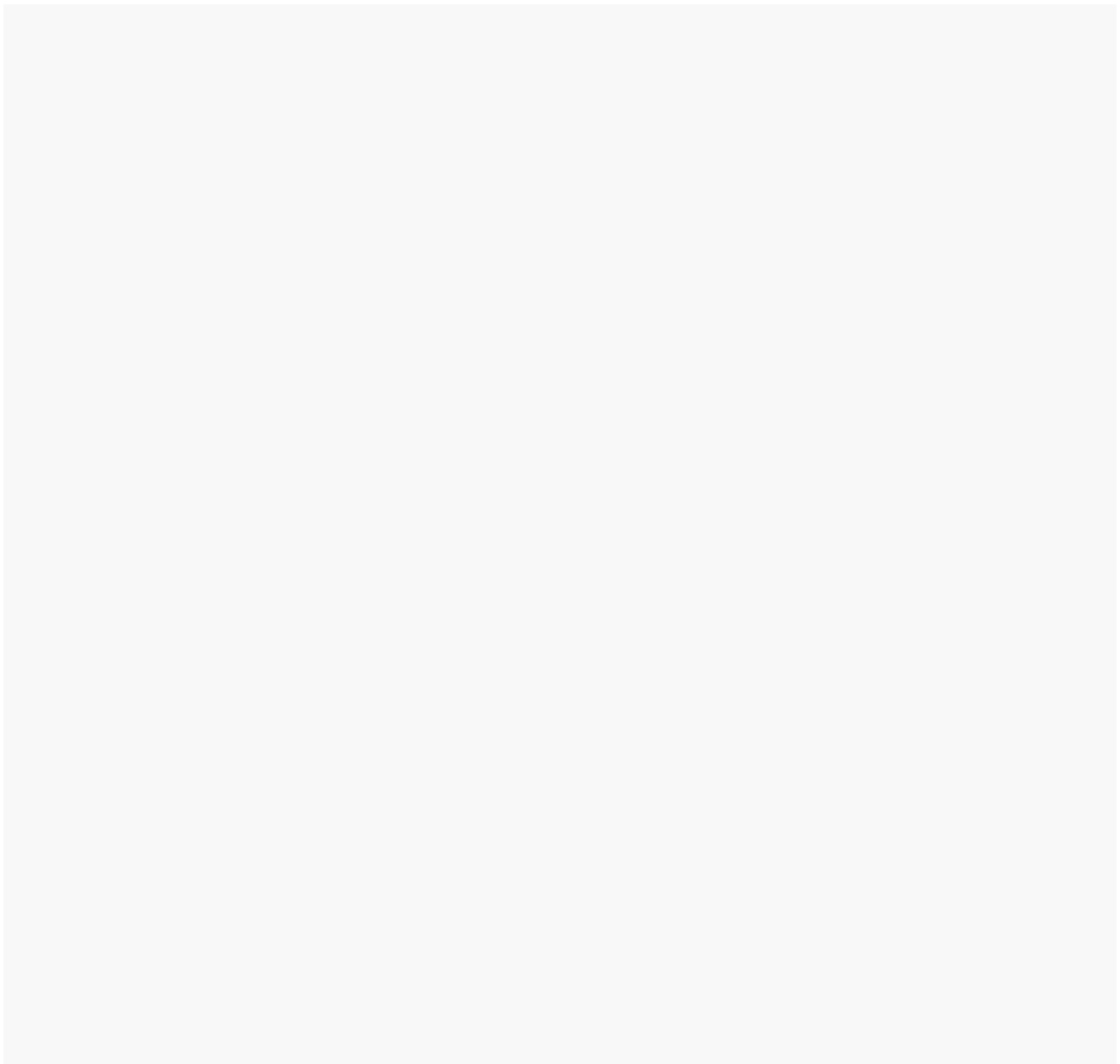
InCircle and similar programs encourage consumer spend based on rewards. Image credit: Neiman Marcus Group

Receiving points that will soon lead to a gift is a common incentive leveraged by retailers to encourage a consumer to spend and boost affinity for the store.

Similarly, complimentary gifts-with-purchase work in much the same way. If a consumer visits the Esté Lauder flagship beauty counter, for example, and spends a certain amount, she will be gifted with a makeup tote and select top-selling products as a thank you for the purchase ([see story](#)).

Earlier this year, Saks Fifth Avenue updated its free-gift-with-purchase concept, drawing inspiration from the popularity of hand-picked samples seen in subscription boxes.

"Saks is excited to offer our new SaksFirst Beauty loyalty program, which lowers the threshold for rewards to \$250 – more closely aligned with the average customer spend in beauty," said Kate Oldham senior vice president and general merchandise manager of beauty for Saks Fifth Avenue, New York.



Are you ready to unbox the mystery inside? Our big beauty reveal happens on 8/1. #SaksExclusive #SaksBeauty

A post shared by Saks Fifth Avenue (@saks) on Jul 28, 2017 at 9:04am PDT

SaksFirst Beauty rewards start when a consumer spends \$250 on beauty products at Saks using the SaksFirst credit card. Once the \$250 threshold is met, the consumer is gifted deluxe samples, hand-picked goodies and personalized services ([see story](#)).

But, establishing loyalty is so much more than giving gifts or cash back for retailers. CRM, especially in a luxury context, should rely heavily on offering high-end services.

Ecommerce retailers Net-A-Porter and Mr Porter, for example, introduced the "Extremely Important People" (EIP) service to better the online shopping experience for top consumers.

The invite-only EIP service includes the option to try on newly purchased merchandise while the delivery person waits, streamlining the return process, and at-home personal styling experiences ([see story](#)).

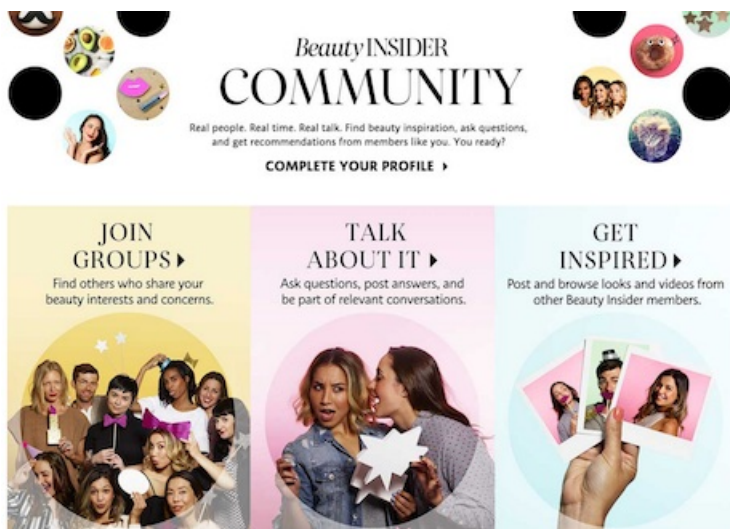
Beauty's best

The fragrance and personal care sector depends on trial demonstrations and trusted consultations shared between a consumer and sales associate.

When a purchase is made, a number of trial-size samples are included at the beauty counter during checkout or within the delivered package when ordered online. These small tokens can inspire consumers to try on a new brand trusted by their go-to beauty retailer or discover an unfamiliar product by a favored brand.

LVMH-owned Sephora, for example, gifts members of its Beauty Insider loyalty program with an annual birthday gift. The no-purchase-necessary gift is often a trial size best-seller and is a perk many Beauty Insider members look forward to during their birthday month.

In July, Sephora launched an exclusive online community for its Beauty Insiders. The community offers personalized product recommendations and the opportunity to enroll in free beauty classes, revisit saved items and recent purchases ([see story](#)).



Sephora's Beauty Insider Community Web page. Image credit: Sephora

Services such as these tell the consumer that Sephora is a reliable and trusted source of beauty information. In turn, the consumer will continue to shop Sephora because the beauty store has curated a personalized relationship.

Despite Sephora and others' efforts, research by A.T. Kearney suggests that loyalty is a looming obstacle for online beauty retailers. Consumers often place their loyalty on a brand's specific product, not necessarily the platform where it is sold.

If a consumer is shopping online for Guerlain lipstick, for instance, she is loyal to the product itself and is willing to make her purchase on any viable platform, be it a department store, Guerlain's Web Site or a dedicated beauty seller. Per A.T. Kearney, 67 percent of survey respondents said that they use four or more different online retailers to purchase their beauty products ([see story](#)).

Made for media

Retaining a loyal readership community and upkeeping circulation numbers is vital to the success of a print publication. While sponsored digital efforts have helped substitute advertising-related revenues, maintaining an actively reading audience is important to print titles.

Many titles will push promotional offers that give current and not-yet readers a set number of issues for a lower-than-market price, particularly when a subscription nears renewal time.

To attract new and subscribed readers, publishers also frequently include a branded gift, such as a tote bag or similar merchandise to thank their loyal audiences for their attention. Also, the subscriber gift works to forge a connection with new readers.

For example, Cond Nast's Vogue is currently offering six issues for \$6 for new subscribers. The magazine's 125th anniversary subscription offer also includes instant digital access, Vogue Daily emails and an exclusive canvas tote bag.

In 2016, Vogue took the concept a step further by creating the [Vogue VIP](#) readers program.



Product bundled included with Vogue VIP membership. Image credit: Vogue

The \$200-per-year membership offered readers a number of benefits such as a limited-edition clutch, monthly offers from top brands and access to exclusive content and title editors via Q&As hosted on Facebook Live.

Though now disbanded, Vogue VIP brought the knowledge of its editors to the digital space and offered readers unprecedented access to the fashion world.

For generations, Vogue has been the go-to for fashion enthusiasts looking for insights on the latest style trends, but the reader/editor relationship was mostly two dimensional. A loyalty program at heart, Vogue VIP looked to remedy this chasm through access and experience.

Auto ardency

When purchasing a vehicle, consumers' automaker choice is based on trust, with safety, design and functionality all being underlying factors for consideration.

It is not uncommon for an individual, or entire family unit, to only purchase vehicles from a single automaker.

As a whole category, luxury automakers do not foster loyalty as successfully as non-luxury ones, according to findings by Experian Automotive.

Subaru and Ford have the most-loyal owners, with just over two-thirds of owners likely to purchase another of their cars, while Mercedes-Benz ranked a close third.

Despite faltering in brand loyalty rankings, however, luxury brands perform well in model loyalty rankings, suggesting that product supersedes reputation.

When looking at individual models, those that are most likely to be purchased again are luxury. Land Rover's Range Rover leads all cars, with 48.2 percent of owners purchasing another one, and the marque was also the only Jaguar Land Rover vehicle to make the top 10 ([see story](#)).

For automakers with extensive bespoke capabilities, personalization and attention to an individual driver's specifications enhances the relationship between brand and consumer. If a model was created for a specific individual's exacting standards there is a higher chance for future commissions.



Rolls-Royce's bespoke Dawn in Fuxia for Michael Fux. Image credit: Rolls-Royce

Bespoke capabilities start and stop with a client's request, and Rolls-Royce is happy to work with its consumers to meet their expectations and make dreams a reality.

For example, car collector Michael Fux has worked with Rolls-Royce 11 times to bring his vision to life through one-of-a-kind paint colors, despite the automaker's stock of 44,000 shades, and other personalization touchpoints ([see story](#)).

Automakers also have an opportunity for after-sales to boost loyalty. These after-sales benefits may include pick-up and drop-off when a vehicle needs service, free maintenance such as oil changes and car washes while at a dealership and rental cars while the owner waits.

On a more accessible level, a number of luxury automakers have designed lifestyle categories such as apparel, leather goods, fragrance and home furnishings to let enthusiasts display fandom in all aspects of their lives.

Also, the strategy positions shared lifestyle associations and an appreciation of fine quality as a loyalty signifier.



An example of Bentley Motors' leather goods. Image credit: Bentley

Bentley Motors, for example, has seven distinct lines, all of which speak to the automaker's versatility and ambition, as the product categories encompass several different sectors and attempt to capitalize on different market openings.

With seven lines including clothing, fragrance and accessories, Bentley relies on its loyal consumers to diversify its brand and differentiate it from its automotive competitors ([see story](#)).

Trusted travel

The impact home-sharing services such as Airbnb and Home Away have had on the hospitality sector has increased

the importance of travel-related benefits such as booking a stay with miles or points.

Similar to retailers, co-branded credit cards and reward programs are popular in the high-end hospitality sector. Working in much the same way, these credit lines earn the card member points that can then be spent on flights, hotel bookings, amenities and, increasingly, experiences.

Given the popularity of these loyalty-based programs, when Marriott International acquired Starwood Hotels & Resorts in fall 2016, frequent guests were concerned that accrued Starwood Preferred Guest (SPG) points would no longer be accepted at properties after the merger was finalized.

As a reassurance of continued benefits, Marriott and Starwood combined their loyalty programs to streamline their transition from separate entities to one conglomerate. By doing so, loyalty guests were provided greater flexibility in where they stay, opening up offers for more than 5,700 properties across the joint collection of hotels.

In the coming months, Marriott plans to unveil a new loyalty program for its hotels. An innovative program is likely to keep recurring guests faithful to Marriott and hotels under its umbrella ([see story](#)).

Marriott International | RewardsPlus: Travel elevated, everywhere

To boost loyalty, the more curated a brand's rewards program is, the more likely it is to be frequently used. United Arab Emirates' Etihad Airways took this into consideration with the launch of a fashion industry-specific CRM strategy.

In February, Etihad introduced "Runway to Runway," a custom loyalty program developed alongside IMG, featuring perks such as discounted cargo rates and group travel rates, ideal for sending an entire team on location for a photoshoot ([see story](#)).

Across industry sectors, a defining characteristic of well-executed CRM strategies is the focus on personalized attention and creating a positive customer experience that will drive loyalty.

Per an InMotion survey, when it comes to loyalty, consumers are most apt to return to brands that deliver "satisfaction," with that emotion outranking all others ([see story](#)).

"We asked 5,000 consumers, 'Do you consider yourself a brand?' The response was that 25 percent said yes," said Nory Cohen, author of *The Participation Game: How The Top 100 Brands Build Loyalty In A Skeptical World*, St. Louis, MO. "Given the nature of this question we believe the number could be much higher. In the vortex of social media and the invention of the smartphone we found that we are marketers marketing to marketers.

"In regards to quality, we asked consumers unaided and in quantitative studies, what characteristics a brand needed to have for them to consider them a favorite," he said. "Quality was number one and it's maintained that ranking for the entire five-year period.

"[As for] service, we believe that personal interaction provides the opportunity for retailers to 'make consumers feel good.' That double hit of dopamine works its magic first with an improved look and second, with a personal endorsement/greeting."

Digital solutions

Despite an emphasis on clienteling and CRM across categories, many loyalty programs are not well communicated because brands do not appropriately promote these efforts across various platforms.

Integration is a vital component of a rewards program, as consumers want to be able to access their account at any time on any platform without hindering their experience. Communicating and promoting these loyalty programs is also a major portion to the program's success.

Findings from [L2](#), however, found that only 27 percent of brands use three or more platforms, such as email, social media and SMS, for loyalty communication.

Brands need to weave communication throughout an omnichannel experience. All digital platforms should be leveraged to promote their loyalty programs.

Social media is especially useful for brands looking to ramp up loyalty promotions. Since the audience is already tuned in to experiencing the brand's lifestyle and offerings, consumers will be more receptive of any potential offers or service perks presented.

Through the use of email and SMS marketing campaigns, brands are also able to cull useful data that can strengthen

further promotional pushes, basing strategy on consumer input and interests.

Forbes Insights found that data-driven marketing strategies see a 47 percent increase in consumer loyalty.

Results from these marketing tactics have produced greater consumer loyalty and engagement and the attainment of new consumers. Looking at audience data has changed 38 percent of the brand's targeting strategies and for some has even completely altered the course of a campaign.

Brands that do not have data behind their marketing strategies have statistically seen a drop in the retention of their consumers and have seen little increase in profitability ([see story](#)).

"In the end, it is all about the data," said Fung Global Retail & Technology's Ms. Weinswig said. "Kroger, Starbucks and Amazon are examples of companies that have cleverly interwoven loyalty and payment functions so as to be able to collect a mountain of customer data that can be used to extend their customers increasingly relevant and personalized offers.

"Taking a global view of loyalty programs, according to the Boston Consulting Group, some companies generate up to 60 percent of their revenues from loyalty program members," she said. "Others, such as warehouse clubs, operate a membership-only business model, where customers have to pay a membership fee before they can shop at an outlet.

"In a number of countries, consumption patterns have undergone dramatic changes in recent years. Disruptors such as discounters and online retailers have forced established retailers to invest more in understanding their customers' needs. For these traditional retailers, loyalty programs can provide valuable customer data that they can use to personalize offers and ensure that their program perks are relevant to customers."

Best-practices tips for gaining and retaining affluent consumers' loyalty:

- **Jessica Wolfe, A.T. Kearney**

- "Balancing communication cadence is critical. Consumers want to know that the brand cares about them but not be bombarded with messages every day. The shopping and post-care experiences are critical to driving loyalty. Whether it's a system that remembers shopping preferences to make you feel valued, or a note in the mail to demonstrate appreciation. Additionally, brands such as Sephora with tiered loyalty programs and exclusive offers do a great job of demonstrating the benefits of loyalty."

- **Deborah Weinswig, Fung Global Retail & Technology**

- "Most programs deliver potentially valuable customer insight to retailers—the kind of purchasing-habit data that is routinely available to Internet retailers. So, sustained interest in loyalty programs may be about bringing online-type insights into the offline retail world. But do these programs cultivate loyalty? Probably not, we think.
- "Genuine shopper loyalty is built on a number of factors that differ from customer to customer, retailer to retailer and sector to sector. For grocery shoppers, availability and price may drive loyalty. For apparel stores, quality and fit may turn a customer into a loyal shopper. Quality of service, consistency of product and value for money are other factors that can generate loyalty among customers."

- **Cara David, YouGov**

- "Loyalty from the affluent is hard to earn. They don't give it easily and they are constantly bombarded by messages to try something else. If there are two best practices to follow the first would have to be worth. Make sure your offering has best-in-class quality, expert craftsmanship (or design, artistry, beauty) and comes wrapped in exceptional service. These are the keystones for high margins.
- "Second is knowing what your brand means to your customer. For some, luxury is about affirming (or asserting) status and for others it's about self-connection."

- **Norty Cohen, author**

- "Have a genuine dialogue with fans on-going. Be real. Consider them human first, consumers second.
- "Develop co-creation programs to leverage partnerships with them. Give them a platform. Make them your advisory panel."

- Evan Magliocca, Baesman
 - "Brands, no matter what industry they represent, need to find ways to capture, analyze and implement customer data. Marketers still rely far too much on intuition or strict brand guidelines. Customers are telling brands the answers to their most pressing questions through their actions. They just need to be able to capture and synthesize those actions to gain actionable intelligence. In the end, understanding what the customer wants is mutually beneficial to both the brand and customers.
 - "Loyalty means more than discounts. A lot of luxury brands are afraid of the word loyalty because it's often synonymous with rewards. Yet understanding how to make affluent customers feel exclusive and special is even more important for luxury brands where discounting has an outsized negative effect on brand image. Loyalty has so many avenues and luxury brands still need to find ways to show value through service, innovation, experiences and benefits."
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