

The Impact of Factors in the Food and Beverage Businesses of Luxury Fashion Brands on Customer Loyalty and Retention

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ABSTRACT

Luxury fashion brands are becoming more than what they were. They have taken the decision to branch out to the food and beverage industry, building restaurants and cafes globally. Vogue stated in an article that fashion brands open these businesses to attract customers and allow them to continually spend more time and money on their brands. Exploring how the luxury fashion brands' food and beverage business affect customer behavior may indicate the effectiveness of their intended purposes. Therefore, this research paper aims to analyze the factors in the food and beverage business owned by a luxury fashion brand that could increase customer loyalty and retention.

This study inspects the internal and external factors within the business using a qualitative method. The study uses interviews from a sample of 5 people, aged 18 - 25, who have visited at least one restaurant or cafe owned by a luxury fashion brand and a personal observation of Ralph Lauren's food and beverage business in Paris.

As most customers agree that the factors studied only affect their satisfaction in dining, the research found that their food and beverage businesses do not cause a definite increase in customer loyalty and retention towards the brand. Customers believe that visiting one of the brand's restaurants or cafes acts as an independent experience from purchasing. As for the future, the study can explore with different segmentations. This may reveal varying customer behavior than previous findings and lead to a more accurate conclusion by including most customer segments.

Keywords: Luxury fashion, Food and beverage, Customer loyalty, Customer retention

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INTRODUCTION

Background

The luxury fashion industry has been introducing more and more restaurants, cafes, and coffee shops into their business activities. Many brands have been on board with the idea of extending their businesses to the food and beverage industry. Popular and mainstream brands such as Dior, Louis Vuitton, and Yves Saint Laurent have been the forefront of the scene in doing such businesses. Best of all, their food and beverage businesses are open globally. Giving access to millions of curious customers and fashion lovers to experience.

Vogue Business has stated in a 2020 article that more fashion brands are getting behind the idea of opening their own food and beverage businesses. They have dissected the reason to the brands' decisions, and it is said perfectly by the President of Saks Fifth Avenue, Marc Metrick. He believed that fashion brands are keen on this trend because they are hopeful that it will attract customers to their stores; though, it was first intended to keep clients in their stores. Not only that, but they have also mentioned that brands continue to find the food and beverage industry attractive, despite the increased efforts and funds they need to run the business. This is due to the effective purposes of these types of businesses. Several have reported that it made customers spend more of their time and money in the stores (Abrams, 2020).

Problem Statement

Fashion brands are willing to open new food and beverage businesses in hopes of increasing customer retention and their loyalty towards the brand. However, the effectiveness of branching out to the food and beverage has yet to be testified. Hence, this research would like to explore the factors that influence the effectiveness of the food and beverage industry on customer loyalty and retention. The study will investigate whether the food and beverage industry can serve their intended purposes previously mentioned.

Research Question

The research question will have the aim to understand the impacts of the food and beverage business towards customer behavior. It will be achieved through answering the question: To what extent do factors in the food and beverage businesses of luxury fashion brands impact customer loyalty and retention? It is hypothesized that visiting a food and beverage business owned by a luxury fashion brand will increase customer loyalty and retention towards a brand.

Research Objectives

In order to answer the research question, there are several objectives that have been set for this research. One of which is to identify the factors the affect customer experience in the food and beverage business of luxury fashion. The second objective is to determine the impacts of the identified factors towards customer retention and loyalty. Lastly, the third objective is to assess if the impacts found during research has a correlation to the initial purposes of the food and beverage business of luxury fashion brands.

LITERATURE REVIEW

State of the Fashion Industry



Figure 1. Sales of Luxury Player 2021

In 2021, it is reported that the total amount of sales generated by 42 companies in luxury fashion is around 144 billion dollars (Global Fashion & Luxury Private Equity and Investors Survey 2023, 2023). Not only that, but it can also be understood that different regions contribute different percentages in total sales. For apparel and accessories, the sales are mostly made in Europe with a staggering 84% out of the total. Followed by North America with 16% of total sales. One of the limitations of this statistic is that it fails to reflect the Asian region. Nevertheless, the statistics are still relevant in picturing the overall state of luxury fashion in the world. When comparing the luxury fashion industry with other luxury sectors, the fashion industry still places as one of accumulating the highest revenue. However, they are beaten with the luxury car industry as they generate 415 billion dollars in sales.

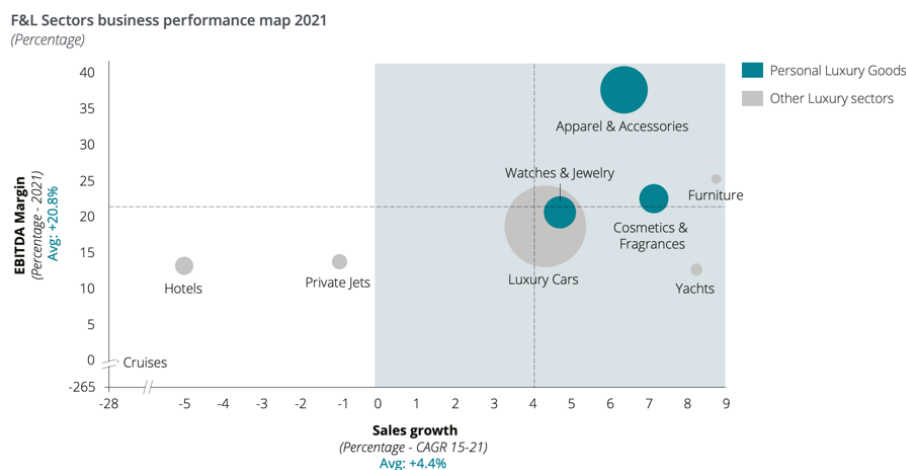


Figure 2. Performance Map 2021

Furthermore, the profits and growth of the current market allows us to identify the successes or losses of the luxury fashion business. The graph on the right illustrates the positioning of each luxury sector based on profits and sales growth. It is acknowledged that the apparel and accessories sector is performing well when compared to other luxury sectors. They have the highest EBITDA Margin and one of the highest sales growth rates in 2021. Specifically, this sector has a 36% EBITDA Margin, and has the highest contribution to the Personal Luxury Good category as watches and jewelry has 19% and cosmetics and fragrance has 20.9% (Global Fashion & Luxury Private Equity and Investors Survey 2023, 2023).

Meeting the Fashion Market Needs

The ever-changing market has become a significant factor in business decisions and marketing strategies for fashion luxury brands. Certain trends and styles come and go, which influences societies to buy different types of clothing every season (Cabigiosu, 2020). This can be used as leverage for brands to produce clothing that fits the current trending aesthetics and increases their profit as well as customer base. Hence, marketers would have to depend on their marketing decisions through customer desire (Ko & Woodside, 2013). However, luxury fashion clients expect another quality that is quite different from regular retailers and clothing brands. Luxury fashion clients will expect iconic product designs that will be uniquely associated with a brand (Hines & Bruce, 2007, p. 131-132) (Calefato, 2014). This might be a challenge for the luxury sector to both satisfy current trends yet still maintain brand integrity.

Hines and Bruce have also given several examples of classics from different luxury brands. One of which is the Hermes bags named after Grace Kelly, the Kelly bag. It is a highly desirable product, yet it is still extremely exclusive and those who want the bag might have to be put on a wait list for years. Another example mentioned was with Chanel and how they portrayed their products in

connection with a certain lifestyle. In their case, the creator, Coco Chanel has had an influence on society and became a patron for her lifestyle. This affected the Chanel house production and promoted the products as a status of achieving such lifestyle (Hines & Bruce, 2007). It can be concluded that fashion gave an idea of a lifestyle, a sense of extravagance, and social status (Calefato, 2014).

Not only that, but it is also stated that the market needs have shifted as society has prioritized other factors aside from fulfilling survival needs (Khoa, 2020, p. 196). They argued that due to the shift in behavior amongst consumers, people's drive to buy becomes affected with the goal of satisfying their self-actualization, esteem and social needs. Hence, this is a great opportunity for luxury brands to profit from people's motivation in spending more to express identity (Cabigiosu, 2020) (Song, Lee, & Kim, 2013). However, luxury brands require a strategy to convince potential customers that their brand can satisfy such needs.

Marketing Strategies in Luxury Fashion

Moreover, in the book named Fashion Marketing, the luxury continuum paints the big picture in how luxury fashion businesses conduct their marketing. Traditionally, brands that have significant exclusivity will play on their strengths of quality, scarcity and uniqueness, and hefty price tags (Cabigiosu, 2020). This creates the idea of high society and status to the brand. This type of marketing can be called supply marketing. Comparing that to more accessible luxury brands, they focus on the retailing experience and quantity. Hence, they will adopt a demand marketing strategy. With this strategy, production will be dependent on trends and the current product demands. It will not place much of an importance on the uniqueness or brand differentiation.

The example that has been provided by Hines and Bruce is Burberry. As taken from Moore and Birtwistle's Burberry brand model, it can be seen that they have specific lines and products that utilizes the different marketing strategies discussed previously. For instance, Burberry accessories are more widely distributed, this includes perfumes and eyewear. However, opposite to that is their couture line. This includes their clothing collection that is inaccessible to most and is priced in a higher margin than their accessories.

As we have entered the big data era, brands must embrace a set of technologies to be able to reach their target customers effectively and efficiently. Hence, social media marketing has become a prevalent method that brands use. Brands will be able to further communicate their values to customers and reach a wider set of audiences with social media (Khoa, 2020, p. 198-199). Not only that, but it also allows brands to directly reach out to the customers and vice versa. This could strengthen a customer's desire to purchase goods from the brand as there is a sense of active brand to customer engagement. Ultimately, social media marketing will improve and support customer loyalty towards a brand (Khoa, 2020).

Branding and Reputation

Relating back to the needs of identity within a brand, the marketing strategies of the brand must be in accordance with the value and branding they are trying to push (Okonkwo, 2007). It is said that there are several elements that are essential in the marketing of luxury fashion. One of which is the status of the designer (Hines & Bruce, 2007, p. 137). This is because people associate a signature with the designer, which is then tied to the luxury brand they represent (Okonkwo, 2007). Indirectly, they signal to customers the brand values and allow customers to place an expectation of what the collection might look like. One of the examples are designers such as Alexander McQueen, Toomy Hilfiger, Versace, and Giorgio Armani (Hines & Bruce, 2007).

Moreover, Khao references Kawamura's, 2004, work in which fashion designers are evaluated based on talent, creativity, designs, and consistency. Fashion designers have the most control over

what products go onto the market, their qualities are heavily evaluated. When a fashion designer successfully meets the standards, they can build a customer base stemming from admiration and appreciation. Hence, it may allow customers to have trust in the brand to continue producing quality and likable products. Not only that, but customers may also experience a feeling of intimacy when shopping in these brands as they are aware of the creator of the designs (Khoa, 2020).

Furthermore, the importance of branding and reputation also impacts how a brand differentiates itself from competitors (Okonkwo, 2007). As the image of the brand boosts its competitiveness in the market (Khoa, 2020). It will then build customer relationships as the brand is seen as a compatibility and competency in the market.

Customer Retention and Loyalty

From Khoa's studies, we conclude that there are factors that determine the loyalty of customers towards luxury fashion brands. These factors are social media marketing and reputation of a brand (Khoa, 2020). This is because the two factors contribute to building and developing the brand's abilities to cater to customers and understand their needs more personally (Khoa, 2020). In doing so, brands should focus on services or campaigns that will allow them to reach their customers. This can be in many forms of marketing, especially online, where the advertisement will not be bound to a place. Not only will they increase customer communication, but customers can feel closer to a brand as they share an understanding of what the brand is about. As marketing and branding go together, being clear in missions and values will help also customers in knowing the brand's ideals. At the end, this will benefit the brand as customer loyalty can be fostered through customer awareness and understanding.

Furthermore, Hines and Bruce mention the importance of marketing positioning in targeting customer segments. Certain collections will have different positioning even if they are in the same brand. This can be seen through the example given by Moore and Wigley, 2004, where Armani has different lines that are targeted towards different customer bases. Giorgio Armani is the couture line, Armani collection is all about fine-tailoring or technical suits such as sportswear, Armani is a clothing line directed for the young and modern, Armani Jeans focusing on a product line for youth, Armani Exchange which is an entry level brand and Armani Casa for the house. In building customer relationships in this requires experiential marketing (Hines & Bruce, 2007). All the collections and lines are communicated through customized lenses. Although promoting the same ideals, different customer bases require different approaches and language.

Relationship of Food and Fashion

There has been a rise of new methods of diversifying and building reputations of luxury fashion brands. They are the rise of cafes and restaurants of fashion brands. It is expected that these restaurants will drive customers to have longer stays in stores (Abrams, 2020). One of the examples are Louis Vuitton, Tiffany and Co., Bergdorf Goodman and Browns (Abrams, 2020).

One of the theories of why the rise has been popular and prevalent is the need of a fourth space, almost like an extension of the brand (Mendes, 2023). Brand extension is a part of a new retail concept (Rosenberger, Merrilees, & Miller, 2002). This can be understood with the need of how brands can entertain and satisfy customer needs. Not only that, with another service where customers can interact, it will strengthen the customer loyalty towards the brand (Mendes, 2023). Aside from that, this fourth space as a form of a cafe, pop-up service, restaurant will allow existing customers who admire the brand to enjoy it in a different manner and have a more holistic experience of the brand.

Relating back to Hines and Bruce, to retain a great customer base is to be creative and innovative. Hence, the creation of food experiences by fashion brands is a way to capture the interests of customers (Hines & Bruce, 2007). Furthermore, with food experiences, it can reach different and

wider audiences and attract people who are not usually interested luxury fashion brands. It might give customers a fresh perspective on how to enjoy the brand.

Opportunities for Fashion in Food and Beverage

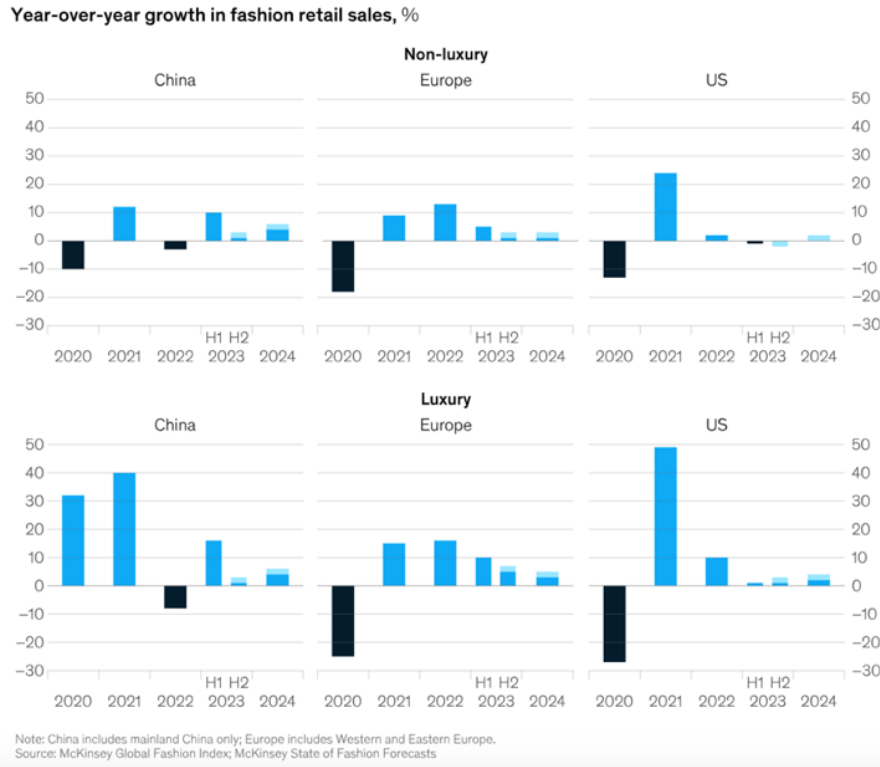
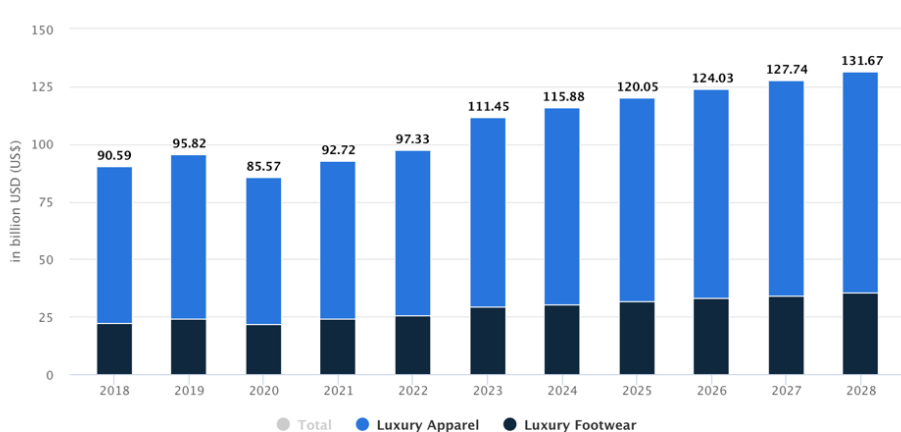


Figure 3. Growth of Retail Sales

It is expected that in 2024 the luxury fashion industry will accumulate 115.90 billion dollars in revenue (Luxury Fashion - Worldwide, 2024). As seen in the graph from McKinsey and Company, they have concluded that there will be an increase in demand for fashion products by the end of 2024 as compared to 2023 (The State of Fashion 2024: Finding pockets of growth as uncertainty reigns, 2023). Although not the growth is not significant, the data shows that an increase in retail sales is anticipated across China, Europe, and the US. It is stated that they will have a growth of approximately 3 - 5% globally.



Notes: Data shown is using current exchange rates and reflects market impacts of the Russia-Ukraine war.

Most recent update: Jan 2024

Figure 4. Revenue of Luxury Wear

In addition, the luxury fashion industry is expected to have constant growth over the next 4 years. The graph on the left shows the revenue in billions of US dollars (Luxury Fashion - Worldwide, 2024). Although rapid growth is expected, the industry seems to have a sight for the future. In the graph, it can also be seen that the luxury apparel industry has a higher contribution to the revenue than the luxury footwear industry.

Apart from internal industry opportunities, fashion has now branched out into the food and beverage service industry. When looking at the market, the food and beverage is a highly marketable industry for fashion to exploit and use to expand their service line. The business research company reported that the estimated global CAGR of the food and beverage business is 5.7%. They have also estimated that the revenue for 2033 is \$4,880.53 billion. Which is a noticeable increase from the current market size of \$3,903.1 billion (The Business Research Company, 2024).

METHOD

To answer the research question, it will require a mix of qualitative methods. Firstly, the approach of the paper will be mainly through a qualitative approach. This is done to fully understand the factors that affect the clients' experience, interest, and perception of luxury fashion restaurants or cafes.

The decision to use qualitative method is because of the requirement of extensive descriptions of personal experiences and feelings of the customer. A study can use qualitative methods if they need understanding the contexts, meaning, and stories from individuals (Alsaawi, 2014). Hence, a qualitative approach is more fitting to dig into these psychological aspects that will be analyzed and concluded. As the goal of this study is to uncover how luxury fashion restaurants and cafes build customer relationships, qualitative method is suitable for this study as it this method is used to develop and refine theories, instead of a quantitative method that's sole purpose is to confirm or deny a determined hypothesis (Sofaer, 1999).

The qualitative method appropriate for this study is an interview and personal observation. An interview will produce deeper and richer responses, as interviewees can give more detailed and meaningful insight on topics (Alsaawi, 2014). However, as interviews tend to have the reputation of low reliability, a report with an interview is best done by mixing with other methods (Alsaawi, 2014). Hence, a personal observation will be used for this study. A personal observation is chosen as it allows researchers to do intensive observation and analysis on a single entity. This method is reliable to gain information on the details of the restaurant and how it operates to serve customers. Moreover, the personal observation can narrate and reveal the current state and real-life nature of several restaurants/cafes (Hancock, Algozzine, & Lim, 2021). This could provide an extensive analysis of the factors and elements in the restaurants/cafes that affect customer experience.

As for the analysis, the appropriate method chosen is open coding and it functions to dissect information from the interview and personal observation. In the process of open coding, the study will review data sets based off of codes that have been identified previously to determine concepts that may lead to key findings (Bingham, 2023). In the case of the research, open coding helps to identify the relevant factors that affects customers behavior.

One of the qualitative methods will be derived from a primary source. It will be done in a semi-structured interview. The minimum sample will be 5, where the profile of the interviewees are people (18 - 25) who have visited a restaurant or cafe run under the name of a luxury fashion brand. The interview is done with the aim of understanding the role of luxury brands' restaurant/cafe businesses and the effect that it has on customer experience and interest. Hence, the key questions for the interview and variable that is corresponds to are listed below:

Table 1. Operational Variable for the Interview

Variable/Factors	Indicator	Interview Question
Interest	Amount of food and beverage businesses that have ever been visited	1 & 2
Ambience & Visual Decoration	Statement of like or dislike towards the variable with reasons	3 & 6
Menu	Statement of like or dislike towards the variable with reasons	4
Service	Statement of like or dislike towards the variable with reasons	5
Buying Decision	Statement weather customers will buy or not buy after visits to the food and beverage businesses with reasons	7, & 8
Customer Retention	Statement weather customers are willing to recommend and stay to experience more from the brand or not	9 & 8
Customer Loyalty	Statement weather customers are willing to frequently visit and continue purchases to the brand or not	10 & 8

The interview questions are listed below:

1. Have you been to a restaurant, cafe, or any other food related businesses that were run under a fashion house? Which ones did you visit?
2. Why were you interested in visiting the place?
3. How did you like the menu and drink selection?
4. How did you like the ambience of the place?
5. How was the service of the place?
6. Do you think the food and beverage business effectively mirrors the brand's image?
7. Do you have any of the brand's products prior to visiting the cafe/restaurant?
8. As a customer, do you feel that visiting the restaurant/cafe makes you more curious about the brand's products and have it instigated you to buy their products?
9. What do you like the most about the place and what do you think can be improved? Does the experience make you want to experience the brand longer?
10. Will you visit the restaurant/cafe again? Will frequent visitation make you a regular to the brand?

The next method that would be crucial in this paper is a personal observation. The personal observation will be an investigation of restaurants/cafes that are in Paris, France that are run under the name of luxury fashion brands. In this scenario, there will be an excursion into a luxury fashion brand's restaurant/cafe business where we can observe the operations that are held in the place. A table regarding the variable involved in the observation can be seen as below:

Table 2. Operational Variable for the Personal Observation

Variables/Factors	Indicator
The Location	Budget of the area is proportional to the price range the restaurant offers, availability of access/transportation, and positioning of the restaurant
Ambience & Visual Decoration	The variable fits the theme and concept of the brand
Menu	The selection fits the theme and concept of the brand as well as the number of courses available
Service	Availability of waiters and waitresses in conjunction to tables/customers, length of service, manners and standard of procedure from workers
Competition	Amount of competitors in the area
Customer Satisfaction	The overall rating in Google review, the most common variable complimented and the most common variable criticized

The personal observation will surround the Ralph Lauren group as they have opened several different types of restaurant/cafe businesses. Hence, we can compare the different types of operation

carried out in the businesses. The Ralph Lauren group has 2 different types of restaurant/cafe businesses which are Ralphs, a dining concept located in St. Germain and the Ralph's Coffee located in St. Germain and La Vallee Village.

To enrich the personal observation, a secondary source will be needed to analyze the case holistically. This includes searching news, articles, data from fashion houses, and books that could help to explain the phenomenon. The secondary source will be taken mostly online from platforms such as google scholar. Other than that, the analysis approach to this would take external and internal analysis. With this method, secondary sources will likely be used to narrate current events happening and arguments from industry experts of journalists. In addition, the secondary sources would be useful to be linked with the previous primary sources from interviews. We can derive conclusions of why the restaurant/cafe business could impact the customer's experience on luxury fashion brands.

Hence, the personal observation will be done by observing the service, menu options, the location, ambience of the place, and the competition. Otherwise, the overall experience will be recorded and written to point out the details and key takeaways understood from it. Moreover, to understand deeper, secondary sources will be utilized in the study. One of which is the reviews from the place and how they market the restaurant/cafe business on their online website. The reviews will be taken from the Google platform.

RESULT

Interview

The interview is done with 5 people in which all the interviewees have dining experience in restaurants or cafes that are under a luxury fashion house. The interviewee list is seen as below:

Table 3. Profile of Interviewees

Name	Age	Occupation	Restaurants/Cafes Visited
Jennifer Sutanto	20	Bachelor student in Fashion Design	Dior's Pop-up Coffee Store
Jessie Hillary	21	Master student in Fashion Management	LV Dream and Dior Cafe
Timothy Wiyono	21	Bachelor student in International Business	Cheval Blanc owned by LVMH
Angelica Handawi	21	Bachelor student in International Business	Ralph's Restaurant, Maison Kitsune Coffee Shop, and YSL Coffee
Ana-Carolina Grabowski	23	Bachelor student in International Business	LV Dream

Moreover, the interview is conducted within a 10-to-30-minute time frame and is done to understand the experience of dining in the restaurants or cafes and how these businesses affect the customer's perception of the brand. Hence, we will firstly cover topics on why they are interested in visiting the cafe. This would help us to understand the main motivations for these restaurants and cafes. Next, we will be discussing the elements of the restaurant that enhance the customer's experience such as ambience and visual decoration, menu, and the services.

Then, we will go over the suggestions and improvements that the interviewees have stated to oversee what customers expect more from these restaurants or cafes. Lastly, we will analyze how the restaurants or cafes can persuade or increase brand awareness for customers regarding the luxury brand they represent. This will then lead to discussion on whether the restaurants and cafes can play a role in customer retention for the luxury brands.

Interest

Interviewees have stated differing opinions on why they are interested in the cafes or restaurants but some of the popular responses are the popularity of the brand or the brand's reputation, walking past by the restaurant/cafe, and invitation to the restaurant.

When talking about the popularity and reputation of the brand, interviewees have stated that due to the brand's own efforts in promoting and introducing their restaurant and cafe business to the public, they were interested in visiting. On another note, it was due to the brand's familiarity and their desire for the brand's name that made them interested in trying out their new food and drink business. One of the interviewees, named Ana-Carolina, mentioned that it was a great opportunity for her to experience the brand without having to spend hundreds or thousands of dollars in the store. Hence, it was more feasible to understand and see the brand through buying an 18-euro cake and a near to 10-euro coffee.

Other responses from the interviewees are the coincidental visits and the invitations. As for the coincidental visits, their attention was captured differently either through promotional campaigns from the brand or they happen to walk past the coffee shop and find that they are interested in the restaurant/cafe. Aside from that, the invitation is only said by one of the interviewees, named Timothy. He was interested in visiting because he knew several people within the establishment and was invited to visit it.

All in all, the interviewees believed that their interests mostly stemmed from personal interests and connections. Through these results we can identify their motivation; however, we would have to further analyze their whole experience to understand whether their initial expectations were met. Hence, we will go through the customers' opinions on their experience when dining in the restaurant or cafe.

Ambience & Visual Decoration

Most of the interviewees gave positive reviews regarding the ambience and decorations of the restaurant and cafe. They all believed that most of the fashion houses' image and branding was well delivered throughout the restaurants and cafes. They believed the restaurants could capture the brand's essence and ensured that customers had a luxurious experience when dining in their establishments.

This is particularly described by an interviewee, named Angelica, where she told the details of Ralph's restaurant where she felt that she learnt more of the brand and felt the roots of the brand through the restaurant. She stated that there are many decoration pieces such as pictures of horses and saddles that reminded her of Ralph Lauren's American heritage and believed that firewood and the dining area fit a very elegant yet rustic feeling of the brand.

Other interviewees have also stated that brands such as the Dior Pop-up Coffee Shop, which Jennifer visited, were able to implement a lot of decorations that depicted Dior effectively. They were able to do this by decorating the place with Dior's colors. This was also true for the LV Dream that Ana-Carolina visited, where she stated that the cafe was able to feel luxurious and minimalistic which was perfect for the depiction of a Louis Vuitton extension.

Therefore, it can be said that brands are experts in ensuring that their restaurants and cafes match their brand's heritage. This is crucial in engaging with customers, especially those who were particularly interested in experiencing the brand when they decided to dine in. In conclusion, most of the restaurants and cafes in luxury fashion have met the expectations of customers to create a dining space that reflects their brand image.

Menu

The menu of the different restaurants and cafes had varied differing comments; however, it was commonly accepted that their selection and variety was not appealing. Not only that, but their prices were mostly above the regular restaurants and cafes that are available anywhere else. One of the reviews that stuck out was a review made by Angelica, where she stated that in the three different shops that she visited, Maison Kitsune was the most underwhelming and she did not enjoy the taste of

the products. However, she did enjoy the flavors from YSL and Ralph's, she was expecting the menu to have something unique or a differentiation with other restaurants.

Another review that was made by Jessie was also profound in her expectations of having a more varied and having a generally expanded menu. She believed that the restaurants provided great tasting foods and drinks, but she felt that it would have been a better experience if she had more options to choose from the menu. These feelings were also shared by respondents such as Ana-Caroline and Jennifer.

Different from the other responses, Timothy felt that the menu was amazing. He enjoyed all the courses and was thrilled with his menu selection. Although he did agree to an extent that it could be expanded, the menu that he had was already satisfactory and he felt that the food was good for his standards.

All things considered, there might be several improvements and expectations that were not met in the menu section. Many of the interviewees have expressed their desire for the menu to have more variability. Although they might taste great, interviewees also pointed out how they expected a more unique profile for menus that start at the pricing point that most of these restaurants and cafes hold.

Service

Almost all respondents had no issues with the service of the restaurant and cafes. They believed that every member of staff that they encountered in the said restaurants and cafes were all well-mannered and was able to serve accordingly. A lot of the comments surrounded the professionalism of the servers of the restaurant.

One of the examples that were given is the attitude of the server. All of them believed that they came to the customers with a positive yet calm attitude and were able to occasionally give some of the respondents with smiles. Due to this kind of manner, they believe that the staff was quite friendly and made the customers feel at ease when entering, ordering, and leaving the establishment.

In addition, the specific actions that several staff have taken to increase the establishment's hospitality are described by Ana-Carolina and Angelica. Ana-Carolina gave some insight into how the staff were able to be aware of the customer's needs without having to directly ask customers for help that they require. For example, they filled the glasses with water and replaced the pitchers when they were empty without the customers having to ask them for more water. She also described that because of the staff's calm demeanors, she felt the service complemented the luxurious atmosphere of the place.

As for Angelica, she was impressed with the staff's initiative when entering Ralph's restaurant. As they immediately asked if customers needed help with their coats, they were helpful in showing the seats and helping them make themselves comfortable. Hence, due to this type of service, she felt that she was taken care of as a customer and felt that the service was appropriate for this type of dining.

Improvements

Aside from the positive reviews, interviewees do have their own concerns. As said previously, they all said that their main issue was with the diversity of the menu. They believed that if this aspect of the restaurants and cafes was to be improved, they would suggest introducing more kinds of food and drinks so that customers can have more options in their choices.

Other than that, they do not have many complaints about their experience in luxury fashion restaurants and cafes. This could be a good sign for the businesses of food and drinks of fashion houses because it indicates overall satisfaction amongst past customers. Though, fashion houses still must be diligent and aware of their performance. This is to ensure that all customers continue to have great experiences when dining and it allows for the business to stay afloat.

Finally, these improvements are crucial for the restaurants and cafe businesses of fashion brands. As customers are linking the image and idea of the restaurant to the brand, addressing the customers' pain points in the restaurant could help to maintain the reputation of the brand. Not only that, adding special or unique services could be a huge advantage for the brand to compete with other restaurants and cafes alike.

Buying Decisions

To analyze the effects of the food and beverage businesses towards the main luxury fashion house, we need to see the responses of how the dining experience influences their buying decisions. Four out of five respondents claimed they have products from the brands they have visited before dining in the restaurants and cafes. From this response, we must dig deeper into the influences of said possessions after visiting the brand. When asked if their visit had influenced them to buy or it further grew their interest in the brand, their responses were different.

Two out of the five respondents feel that they grew more curiosity of the brand and could be influenced to have the desire to buy the brand's products. However, the rest of the respondents felt that although it increased their enthusiasm for the brand, it does not necessarily influence them enough to start buying from the brand. Instead, they believe that the restaurant and cafe are not the factors that will influence their interest in the brand's products.

When looking at these responses, we can conclude that it is quite difficult for the brand to rely on the cafe or restaurant to promote their products. This is because most of the respondents did not receive an increase in buying desire for the brand. A distinctive note made by one of the respondents, Ana-Carolina, stated that the brand's restaurants or cafes are solely to serve food and drinks and have little correlation with the actual promotion or marketing of the brand's products. Another statement that she enforces is that the customers who dine in the house may only be there to seek an experience and holistic method to understand the brand. They might not have intentions to buy the products, but they are simply curious of how the brand's aesthetic can translate in their food and drink business.

Another note was made by the respondent, Timothy, where he stated that he felt that the brand's restaurants and cafes does not increase his buying desire, but it is intended for a different way that customers can experience the brand. He specified that it could be a strategy for the brand to expand their business and venture into new categories outside of the fashion industry.

Customer Loyalty and Retention

When evaluating the ability of fashion houses to retain customers for their restaurants and cafes as well as main luxury fashion businesses, respondents are asked whether they will revisit the establishment. All the respondents believed that they would not become regulars at the cafe because they have other places that they prefer to go to. These come from varying factors such as the location, distance, menu selection, and prices.

The interviewee, named Jessie, argued that she might visit the cafe again but would not become a regular at the restaurants or cafes because she does not live in the areas in which these places are located in. She also believes that the restaurant and cafe that she is visited was priced in a much higher price than the shops that she usually goes to. With that, she believes that the price that she is paying has a huge gap while the quality of the foods and drinks does not have a significant gap. This is also mentioned by other respondents, in which Jennifer specified that due to the lack of areas and accessibility of the restaurants and cafes, she believes that she would rather buy from shops that are near her and sold within a lower price range.

Therefore, these respondents tell us that the restaurants or the cafes of the fashion brand might not retain regular customers. Instead, they rely on the interests of customers towards their fashion brands and reputation. In conclusion, instead of their restaurants and cafes as a catalyst for their brand's products to increase in sales, it is quite the opposite. Their branding as a luxury fashion house

has made customers and curious individuals try their food and drink business so that they can experience the brand differently without having to spend as much on their clothing line.

Personal Observation

The study is done in Ralph's restaurant in Paris. From their official website, the restaurant is part of Ralph Lauren group, where the restaurant located in Paris is only one of many of Ralph Lauren's food and drink businesses. There are locations from New York, Chicago, Milan, Paris, and Chengdu. Although available in limited places, they strategically positioned their restaurants to reach a more global market. The study was done during April 2024 and was done during the night for dinner. The exact reservation time was 8.30 p.m (Ralph Lauren, 2024). Moreover, the goal of the study was to observe the elements within the restaurant. This includes the location, ambience and visual decorations, the menu selection, the service, and the competition surrounding the restaurant.

The Location

The restaurant is at 173 Boulevard Saint-Germain, in the 6th district of Paris. Meaning, the restaurant is in a strategic place as it is a frequently visited district due to its proximity to the main districts of Paris which are the 1st, 2nd, 3rd, 7th and 8th which have many touristic and popular places. One of which are the Eiffel tower, Arc the triomphe, and the Louvre. We can analyze the positioning of this restaurant through the available graphs that can show us the habits of residents and their expenses. In accordance with information given by the Department of Urban Planning Topography and Land Documentation Service, we can understand the expense habits of residents in the 6th district for their food related needs.

Table 4. Sum of Budgets in 2023 According to Parisian Districts

Arrondissement	Sum of Budgets (Euro)
Mairie 10ème	53652681
Mairie 11ème	65361489
Mairie 12ème	73918158
Mairie 13ème	109021982
Mairie 14ème	56984304
Mairie 15ème	79019605
Mairie 16ème	42186433
Mairie 17ème	66688050
Mairie 18ème	93688626
Mairie 19ème	110322571
Mairie 1er	3651595
Mairie 20ème	102512238
Mairie 2ème	3380647
Mairie 3ème	4896636
Mairie 4ème	6620702
Mairie 5ème	35279821
Mairie 6ème	23614369
Mairie 7ème	14458391
Mairie 8ème	15929078
Mairie 9ème	38690148

From the chart, it can be extracted that the 6th district of Paris does not have the most spendings on food-related needs. In fact, they are ranked as the 3rd bottom out of the 20 districts presented in the chart. Hence, this might be an indication that the restaurant was not positioned based off spending

habits. As they are a luxury brand, there must be different reasonings as to why the location was selected in the first place. Hence, we can understand why by looking at other elements and factors that reside in the area.

The street of the Boulevard Saint Germain is easily accessible via metro line 4 at the stop called Saint-Germain-des-Près. This is incredibly advantageous as potential consumers and clients have the option of taking the metro. However, for the consumers and clients who prefer personal transportation, the restaurant is positioned in front of a well-sized main street. It is not located in an alley way, instead, it is positioned right in front of the main street of Boulevard Saint Germain.

Moreover, the area of Saint-Germain-des-Près is riddled with reputation, entertainment, and dining areas like Ralph's restaurant. The area is filled with well-known and historic cafes such as the Les Deux Magots, Le Precope, Cafe de Flore, Cafe Bonaparte, and Lipp. These cafes support the image of Saint-Germain-des-Près as a lively and artistic quarter (The 6th Arrondissement, n.d.). As a brand, it might be a strategic move to position your dining business in this quarter, to ensure that the brand holds up into their reputation, image, and aesthetic.

In addition, Ralph's restaurant locates their restaurant in said address due to the building that is available. This is an important factor to consider due to the requirement of how luxury fashion brands present their restaurants. As it is an extension of their business, the restaurant should be in a building fit to house customers and clients of Ralph Lauren.

Hence, the building they have chosen is in a classic Haussmann-styled structure with a short pathway that leads to an internal patio. Here, they were able to utilize the area for their restaurant and used the building's structure to create a unique experience for customers to walk through. This type of building also allows Ralph Lauren to group their businesses close to each other. Hence, their restaurant is situated inside the building while their store and coffee shop are placed on each side of the exterior part of the building.

This is strategic positioning for Ralph Lauren as it encapsulates the entire experience of the brand. As customers have the physical store that sells products of Ralph Lauren, they can choose to grab a quick coffee or to dine in the restaurant. This is further engagement and service for the customers, and it can be said to be a great strategy for Ralph Lauren to group their businesses in this manner.

Ambience & Visual Decoration

The restaurant offers dining at lunch and dinner times. Not only that, but their internal restaurant area is also available for both times while the exterior area is mostly used in the day. The visual decoration can be seen through their website where they have photographs of the interior dining area, the exterior dining area, as well as the coffee shop.

The restaurant brides themselves as an American restaurant, which is expected as Ralph Lauren is an American luxury brand. Due to their dedication to the restaurant's roots, they were able to translate their vision into the dining table. To be more exact, they have two different areas to dine: interior or exterior. The interior area is called the dining room. It is a room with 48 available seats and decorations that point towards the brand of Ralph Lauren.

For instance, the restaurant is decorated with many paintings and pictures of horses. These horses are usually portrayed in their natural state or ridden by cowboys and American society. These depictions take a nod towards the American image of Ralph Lauren and their brand's logo. Moreover, other decorations that help build their brand image are the saddles hung around the room, which further enhances the equestrian spirit they are targeting.

Aside from that, the main dining room is equipped with tables, blankets, chairs, and seating areas that were built by specific materials and styles to push for a courtyard feeling all around the area.

One of the most noticeable materials used is leather and wood. The dining room is also decorated with a fireplace and windows with wood accents. As a customer, it played the role of comfort and an iconic touch of Ralph’s restaurant.

As for their exterior restaurants, they have decided to approach the area to complement the aesthetics of the interior restaurant area. The area seems more casual, open, and in touch with nature when compared to the dining room. This is because of natural decorations such as flowers, bushes, trees, and mini bouquets in the table. The overall theme of the outdoor area is colored white and blue. This differs from their all-brown dining room. Not only that, but they also use a blend of fabrics to achieve the look of a relaxing yet rustic looking area. In this case, they have used vintage and modern fabrics, as well as a mixture of decorative made from weathered tweak and wrought iron.

These decorations have made Ralphs restaurant’s general ambience. A calming, comfortable and relaxing restaurant that still upholds luxurious values and American ideals. Hence, customers can rely on Ralph’s restaurant to provide them with a unique experience to American dining.

Menu

The type of menu served are American inspired food. This is different to the typical French courses and thus, that is the reason that they offer a ‘brunch’ menu. Brunch is defined as a category of food that is intended to be eaten at the time between breakfast and lunch. Hence, the name combines the two, ‘br’ from breakfast and ‘unch’ from lunch. Their brunch section might be their selling point and differentiation from other luxurious restaurants. As they cook orders that are unusual for restaurants at their price point such as eggs benedict and smoked salmon bagel.

When looking at the menu, we can spot that they do not offer different selections for the lunch and dinner section but differentiate the ‘brunch’ section. Not only that, but they provide a dessert menu and alcoholic beverages, mostly wine and cocktails. This menu selection perfectly captures Ralphs restaurant’s aim to provide Paris with a great all-American restaurant selection.



Figure 5. Menu in Ralph’s Restaurant

Their preference in American foods can be seen through their classic of burgers and steaks. Even their entrees and salads are heavily inspired and based off American cuisine. For instance, their entrees of fried calamari and Maryland-style crabcake. Their desserts as well as drink selection are also very much adjusted to the American preference. With offers of drinks from specific American regions to desserts such as carrot cake and key lime pie that might be popular amongst the Americans yet almost unheard of for Paris.

Hence, they have very little adjustments for local taste in Ralphs restaurants. This decision is understandable as their aim was to commercialize and make Ralphs restaurant as one of the best American cuisine options in Paris. To achieve this goal, they will not adjust much and stay authentic to the original menu and instead will introduce Parisians to well-liked American foods.

Service

As for the systems and service of the restaurant, they had several mechanisms in the serving of customers and clients. Firstly, the restaurant is a reservation-based restaurant. Meaning, the restaurant only accepts clients and customers through reassertions made on their website or through a call. Hence, this would help with the customer's waiting and experience as all their entrances are planned and systematically organized through their internal system. This would also allow the restaurant to be able to keep track of which tables are available and how to position the tables for the day. Additionally, it would create a sense of exclusivity amongst customers as being able to dine in the restaurant requires commitment for a booking and prioritization due to the need of scheduling from the process of reservation.

Other than that, the servers and waiters of the restaurant acted accordingly to the luxury of the restaurant. They were all wearing uniforms that made them easy to identify and their manners in approaching the customers were welcoming and accommodating. This can be described through the actions that they have done. For example, upon entering the establishment, the server will ask customers if they require help with their coats and bags. They are also concerned with the customers' satisfaction and will ask throughout the dining experience how the customer felt about the food and what they could do to elevate the experience. Lastly, they will continue to serve the customers as they leave. They do this by bringing in the question if customers require in putting on their coats or placing their bags for departure.

Competition

Relating back to the location of Ralphs restaurants, the restaurant faces direct competition from their positioning. Another luxurious fashion house has placed their restaurant in the same area as Ralphs, they are from the Giorgio Armani house. Aside from that, the cafes located around the area also seem to pose a huge threat for Ralphs restaurant. Although having a different outlook in their restaurants, Ralphs biggest direct competitor, Giorgio Armani, takes on a more modern take on their restaurants. Though, as they serve different customer bases due to the different in outlook, Ralphs still sees competition between the existing and favored cafes in the area.

As these cafes have a longstanding history in Paris and have been known for more than Ralphs have been established, it could be quite difficult for Ralph to be able to accumulate the same number of visitors as these cafes. Not only that, but the cafes also seem to be a more familiar option for both locals and tourists. As they hold a more iconic reputation than Ralphs, both groups of people might prefer the more 'famous' options than Ralphs. Hence, this is where Ralphs differentiation point must stand out.

Unlike Ralphs, the cafes tend to Parisian taste and serve cuisine that are typical for the French. These includes lunch, dinner, 'apero', and even alcoholic drinks. It can be said that this menu will fit the Parisian demand more; however, introducing a new variety of foods to the Parisian can be a more exciting element that Ralphs can exploit.

As Ralphs take on an American approach to their cuisine, it is hoped that this will differentiate themselves from the typical cafes situated in that area. Hence, diversifying and giving variety within the quarter and allowing tourists and locals to be able to choose from a wider palette of dining options.

Not only that, but their decorations can also set them apart. As the locals and tourists love the concept of the terrace, Ralphs can provide for that demand. But, instead of sitting around in the side of the street where the public would walk back and forth, Ralph has an exterior space used to enjoy the outside air and sun without the disturbance of passersby.

Customer Review

To be able to get a full understanding of how the elements can affect the customers' opinions and thoughts on the restaurant, we will be observing the restaurant's review online. We will mostly take the reviews from Google reviews and find out what most customers liked about the restaurant, what most customers disliked about the restaurant, and what customers have suggested to improve their overall dining experience.

Firstly, it is shown that the overall review from customers, with a sample pool of 1,326 reviews, it is ranked 3.9 out of 5. Which is higher than an average rating, though, not enough to reach the higher rating of 4 and above. We can evaluate why through the top and lowest ratings. From the top reviews, it can be concluded that Ralph's restaurant all the elements mentioned have charmed customers, and some experience that certain elements are more impressive than others. However, all the reviews were mostly in agreement about the ambience and feel of the restaurant.

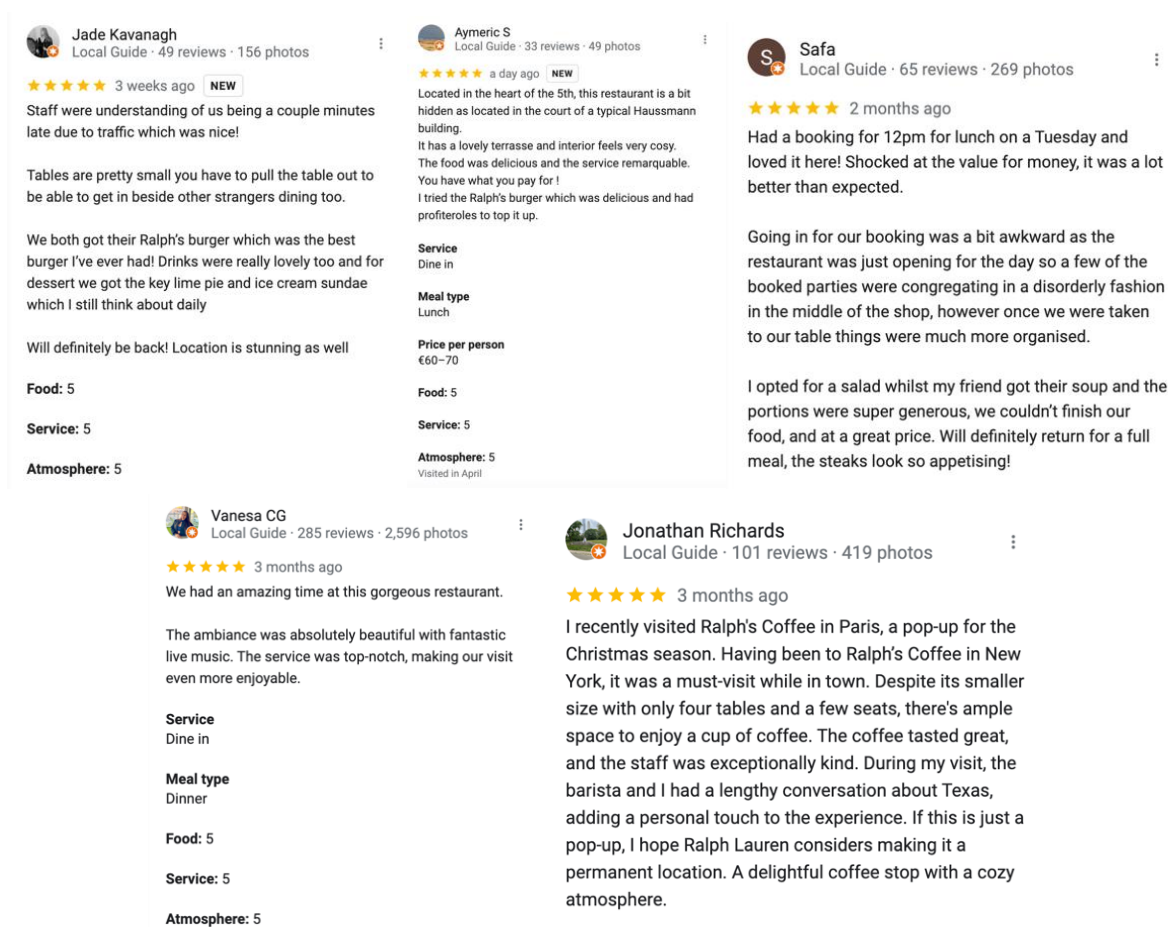


Figure 6. Top Reviews for Ralph's Restaurant from Google

As can be seen almost all of the reviews written on top, such as 'location is stunning', 'lovely terrace and interior feels cozy', 'the ambience was absolutely beautiful', and 'cozy atmosphere'. Hence, we can confidently state that their ambience was their strongest suite. To support that argument further, when filtering through the reviews, the words for 'terrace' and 'garden' are the most frequently mentioned aspect of the restaurant. It totaled 86 mentions in the reviews on Google. Furthermore, to understand the dislikes in Ralph's restaurant, we can see the reviews that have the least rating. We hope that through these written reviews, we can spot the unsatisfactory experience that some customers have.

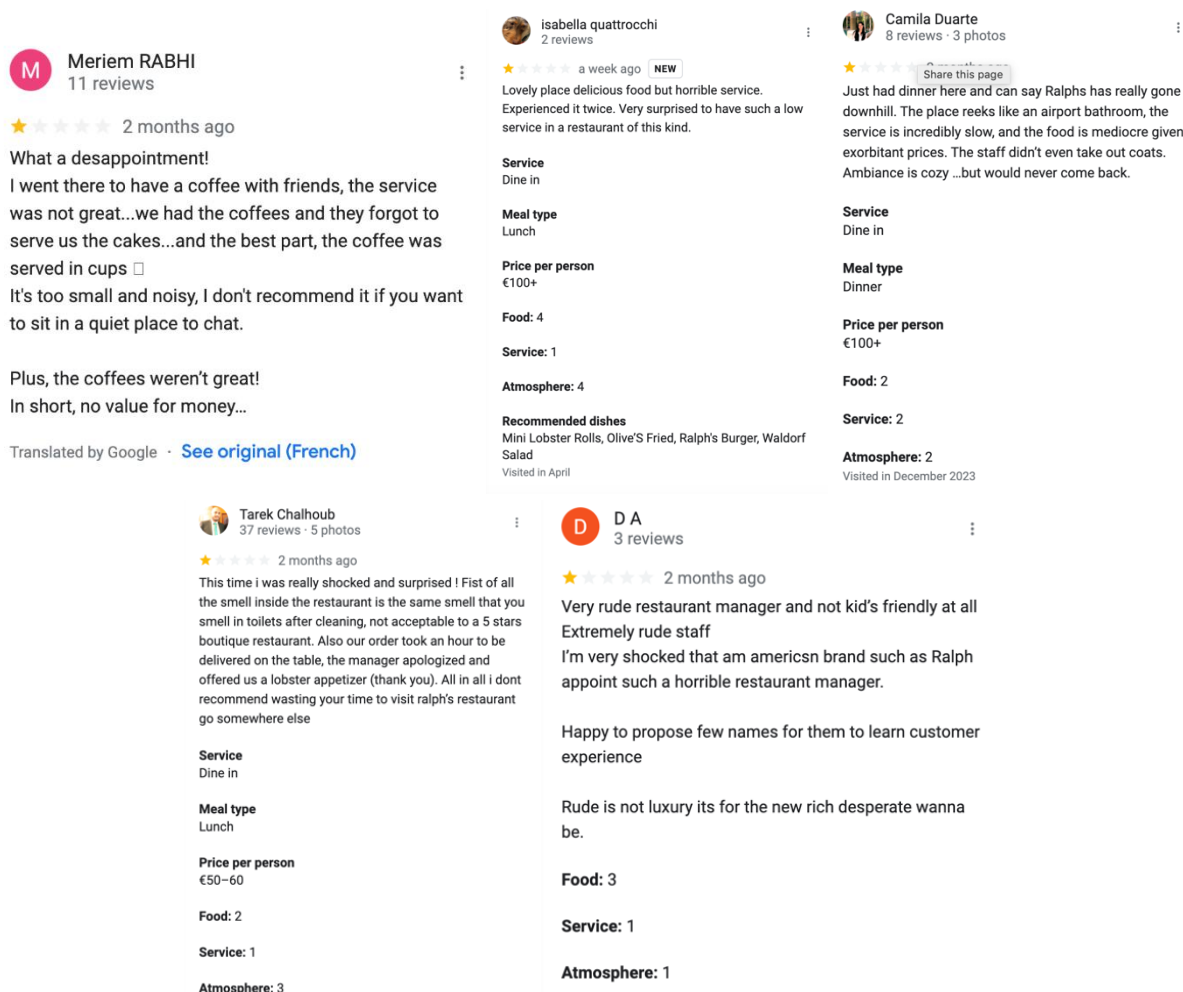


Figure 7. Lowest Reviews for Ralph's Restaurant from Google

It is understood that the bad reviews were mostly the ones talking about the service that they received. Although several other elements were not criticized, the service was heavily influential to their decision of the lowest rating of 1. From their reviews we can see statements such as 'the service was not great', 'horrible service', 'the service is incredibly slow', 'order took an hour to deliver', and 'extremely rude staff'. Overlooking most of the bad reviews, it was mostly going towards the service; hence, we can conclude that several experiences of customers were perceived as poor due to the service.

Moving on to the suggestions and improvements that could be made for Ralph's restaurant can be seen throughout all the reviews sent on google. Though, it is frequently mentioned in both top or low ratings that the place can be quite small, and this makes customers sit very closely with other people. To change this aspect might be difficult for Ralphs as the location and building has already been set and renovation for expansion would be impossible. The only method that could be adopted is to decrease the amount of seating and rearrange the tables; however, this comes with the obvious negative effects of having to lower customer intake. Other suggestions would be to tackle the recurrent issues with service. They can solve this issue or decrease the recurrence of it through weekly evaluations and a short training course every 3 months to ensure that their services are top quality.

DISCUSSION

To conclude the two methods that we have used to analyze the effects of the fashion houses' restaurants and cafes, we are able to understand that the function and role of these businesses were affecting the customers in a more complex cycle. One of the main findings of the study is that restaurants and cafes are reliant on the who they are associated with. Meaning, that a customer's

interest in visiting these brands as well as their motivation for their curiosity is more so placed on the main fashion luxury house that they belong to. This could be understood from the customers behaviors in their desire to visit the restaurant and their motivations to re-visit. Therefore, the restaurants or cafes will not be able to be used to promote or market their products. Instead, the restaurants or cafes are just other spaces owned by the brand that customers can experience.

Aside from that, customer's retention is like how their interest is made. The restaurants and cafes have a low customer re-visitation desire. Most argue that it was not a viable option to replace their regular coffee shops and restaurants due to the overwhelming price and the inconvenience of having to dine in said places every time. All the responses regarding customer retention were consistent. Furthermore, as said before, they are more likely to be loyal clients of the brand through the buying of the products. Their loyalty does not come from the restaurants or cafes. Instead, it should come from their stores of luxury fashion.

All in all, it can be said that these restaurants and cafes lack the ability to increase customer interest and retention to the brand. However, the restaurants and cafes act as another space for customers to be able to experience the brand in a unique approach. They have created a space that, in a sense, made the brand more accessible without decreasing their luxurious image and exclusive demeanor. This is achieved through pricing their food and drinks at a premium, but because they offer less valued items that can be bought by a larger target audience, they can generate revenue and ensure their brand reach is wider than before.

CONCLUSION

In conclusion, the study suggests that customers who visited food and beverage businesses owned by luxury fashion brands will not necessarily increase their loyalty or retention towards a brand. Hence, this finding contradicts the initial hypothesis and understanding of the purpose of these food and beverage businesses. The discussion from the interviews and personal observation points towards the idea that these food and beverage businesses act more as a different and separate experience of the brand for customers.

In fact, it can be said that these food and beverage businesses feed from the existing popularity of the luxury brands. Hence, it can be said that the luxury brand does not profit as much from the food and beverage business that they have, instead it is the opposite. From the interviews, it also indicates that customers are more excited in being able to access and experience the luxury brand through a different means. As they may not be able to invest in the brand just yet but are already interested in the brand and would like to explore it further. Hence, it can be agreed that the food and beverage businesses do increase interest and awareness amongst customers; however, they still do not increase loyalty and retention. All in all, the study believes that visiting a food and beverage business of a luxury fashion brand will not have definite success in increasing customer loyalty or retention.

Though, limitations to this study should be considered and the findings of this study should be accepted in respect to the research's context. The study was able to paint the general experience of the customer and how it affects their behavior and perception of the brand and in this section, the study will further explore limitations in the study. One of which is the accessibility to resources. Where it is quite difficult to get access to the exact financial statements for the restaurants and cafes and how much they have contributed to the brand's overall revenue. If we had access to such information, the study would be enriched with quantitative evidence of how the food and beverage business can positively impact the fashion brand.

Not only that, but there is also a limiting aspect in the interviewee pool. As it is difficult to be in touch with high-profile customers of luxury fashion brands, the study might not be able to represent a certain segment of luxury fashion buyers or enthusiasts. If the study was able to reach into these

types of customers, it would have been able to conclude a more precise and comprehensive analysis of how different classes of customers were affected by the food and beverage businesses.

Recommendations

Additionally, this study could be resumed further by investigating larger and more varied populations. As mentioned previously, the study can be done in respect to the variables of customer classes. In this sense, customers could be categorized into different classes in accordance with their yearly spending on a brand. This would paint us a picture of how different classes of customers react to the food and beverage businesses. Furthermore, it is possible for future research to be exploring other aspects of the food and beverage business of luxury fashion brands such as its strategies of marketing, branding, and efforts in increasing customer experience. This study could be complimentary research for future studies to analyze the tools that are needed to build their spaces and service their customers.

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