

# The way of Retailtainment that Improve Customer Loyalty

– Comparing Generation Z between in Japan and those in the United States –

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## **Abstract**

In recent years, EC market has grown rapidly. Retail companies are looking for new ways on physical stores, and Retailtainment is attracting attention as the new way.

However, few researches have focused on Retailtainment, and the actual circumstances is not clear. This research clarifies the most effective way of Retailtainment to improve customer loyalty by comparing Generation Z in Japan and those in the United States.

In this research, we grasped background and purpose of Retailtainment, and conducted a qualitative survey for building hypotheses. Based on the previous research and the interview survey, “The senses”, “Fun”, “Community”, “Communication” and “Difference” were set as elements of Retailtainment in this research. In order to test the hypotheses, we conducted a quantitative survey subjecting Generation Z in Japan and those in the United States. Result of quantitative survey, we clarified the most effective way of Retailtainment that improve customer loyalty by increasing “fun” in Japan, and “the senses” in the United States in terms of communication. These results compare with the characteristics of Generation Z in Japan and those in the United States from Instagram posts. Now that Retailtainment is used by many retail companies as a tool to create valuable shopping experiences. This research would contribute to the retail companies to carry out Retailtainment for Generation Z in the future and to research of Retailtainment and Generation Z.

**Key words** : Retailtainment, Customer Loyalty, Generation Z, Experience, Physical Store

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## I . Introduction

Retailtainment is a word that combines retail and entertainment. This research clarifies the most effective way of Retailtainment to improve customer loyalty by comparing Generation Z in Japan and those in the United States.

In recent years, EC (Electronic Commerce) market has grown rapidly (eMarketer Web site, 2019). Global EC sales are rising year by year and are expected to continue growing in the future (eMarketer Web site, 2019). Now that selling goods is being taken over by EC, the role of physical stores has been changing to provide experiences that can only be created there. Under those circumstances, lots of retail companies are adopting Retailtainment to create valuable shopping experiences (Costa, 2018 : 16). Furthermore, many EC companies are focusing on physical stores as a place to create valuable experiences that cannot be provided online alone and are adopting Retailtainment (Shogyokai Inc). In fact, they are opening physical stores one after another, and it is expected that the number of them increase more and more in the future (Shogyokai Inc). In this way, Retailtainment has become important to whole retail companies.

In this research, we are going to grasp the background and purpose of Retailtainment

and quantitatively clarify the most effective way of Retailtainment to improve customer loyalty. Thereby, we aim to provide those companies that develop physical stores with implications. In addition, we aim to provide suggestions for the international expansion of retail companies by clarifying the difference between Generation Z in Japan and those in the United States.

## **II. Importance of Retailtainment**

### **1. Definition of Retailtainment**

According to Ritzer, G (1999), Retailtainment is defined as the “use of ambience, emotion, sound and activity to get customers interested in the merchandise and in a mood to buy” (Ritzer, 1999 : 101). It is also said that Retailtainment is the ability to entertain that will capture consumers hearts, minds, and wallets in a commoditized world (Christiansen et al, 1999 : 8).

As a recent trend in Retailtainment, the purpose is to build emotional connections with customers and strengthen customer loyalty through valuable experiences (Based on the interview with Mr. Yamaga in Shogyokai Inc. & Ms. Fujiwara). In addition, the retail companies are beginning to use Retailtainment to express their own worldview and attract customers who like them (Based on the interview with Ms. Fujiwara).

Based on the above, we comprehensively grasped academic and practical aspects, and defined Retailtainment as “one of the experiential marketing aimed at improving customer

loyalty by expressing their own company' worldview at the physical store”.

## **2 . Background and Purpose of Retailtainment**

### **(1) Retailtainment of Physical Stores (Offline-Platform)**

The conventional way of Retailtainment was to respond to changes in consumer needs associated with commoditization (Oh et al, 2018 : 58). Customer needs meant just only “goods” which are the functions of products and services themselves, but gradually “experiences” which find values in the experiences gained through products and services (Kataoka, 1990 : 10). With this change in consumption trends from “consumption of goods” to “consumption of experiences”, many retail companies have stepped up their adoptions of Retailtainment (Costa, 2018 : 17). In recent years, physical stores have been forced to undergo major changes with the rapid development of EC (Backstrom et al, 2017). Under those circumstances, retail companies are conducting Retailtainment with the aim of building emotional connections with customers in physical stores and further strengthening customer loyalty (CoStar Group Web site : Anuradha et al, 2020 : 2842).

### **(2) Retailtainment of EC Companies (Online-Platform)**

As the latest example of EC companies' Retailtainment, we focused on DTC (Direct to Consumer) companies, which have been expanding their stores in recent years (Shogyokai Inc). DTC is a business model that sells products which planned and manufactured directly

to customers on their own EC site (Shogyoukai Inc). A background to the development of physical stores by DTC companies is that the physical stores play a role as a place to directly convey their story, the concept of their brand, and the feelings of their creator, which is difficult to convey if it is only online. There are three purposes of developing physical stores, (1) creating opportunities to come into contact with brands and products, (2) gaining broader awareness, (3) gaining a deeper understanding of consumers through direct communication with them (Based on the interview with those who are working as the vice representative director, chief marketing officer in Japan etc in DTC companies).

### **3. Retailtainment in Experiential Marketing**

#### **(1) What is Experiential Marketing?**

Experiential marketing is marketing that views consumers as rational and emotional human beings who are concerned with achieving pleasurable experiences, and focuses on improving the experience value of consumers (Schmitt, 1999 : 53). As shown in Figure 1, experience has five components. By combining such experiences value, the values provided by retail companies are spreading from temporary sense and emotion to relationship. Therefore, Retailtainment that builds relationships with customers is positioned as Experiential marketing.

**Figure 1 : Five Experiences Value (Schmitt, B. H., 1999 : 61-62)**

SENSE	To appeal to customer's senses with the objective of creating sensory experiences, through sight, sound, touch, taste and smell.
FEEL	To appeal to the customer's inner feelings and emotions of joy and pride, accessing to a positive mood.
THINK	To appeal to the customer's intellect by providing creative and cognitive experience.
ACT	To appeal to the customer's physical behavior, lifestyle, and interaction with others.
RELATE	To appeal to each customer's desire to be part of a social context (self-esteem, subculture, community).

Source : Made by the author.

## **(2) Customer Loyalty**

Customer loyalty is “(1) the biased (i.e., nonrandom), (2) behavioral response (i.e., purchase), (3) expressed over time, (4) by some decision-making unit, (5) with respect to one or more alternative brands out of a set of such brands, and (6) is a function of psychological (decision-making, evaluative) processes” (Jacoby & Kyner, 1973 : 2-3).

In the current situation which products and services are diversified and consumers have many choices to purchase, it is more important to increase customer loyalty by deterring purchases at other stores and encouraging purchases at their own stores (Abe et al, 2012 : 69).

## **4 . Elements of Retailtainment**



We set that “the senses”, “fun”, “community”, and “communication” are elements of Retailtainment from previous research. In addition, we assume it is that “difference” is newly included in the elements of Retailtainment from the interview survey. Previous researches have shown that “the senses” (Brakus, Schmitt & Zarantonello, 2009 : Rodrigues, 2017 : White, 2010), “fun” (Lee et al, 2008 : White, 2010), “community” (Costa, 2018 : White, 2010 : Based on the interview with Ms. Fujiwara), and “communication” (Costa, 2018 : Based on the interview with Ms. Fujiwara) enhance customer loyalty. In recent years, “community” and “communication” are also important factors in Retailtainment. Building a strong brand community enhances customer loyalty (Fukushima, 2013). It has also been clarified that human communication between customers and staff enhances customer loyalty. In this research, the definitions in Figure 2 are used for each element of Retailtainment.

**Figure 2 : Definition of Retailtainment’s Elements**

<b>Element</b>	<b>Source</b>	<b>Difinition</b>
The Senses	Schmitt, B.H. (1999).	Value standards created by experience through the five senses.
Fun	Beatty, S.E. & Ferrell, E. (1998).	The fun you get in the process of shopping.
Community	Muniz Jr, A.M & Thomas, C.O. (2001).	A community surrounding a particular branded product or service.
Communication (Interaction)	Musriha, M. (2012).	The degree to which the content of communication is accepted and understood by others involved in the communication process.
Difference	久保田(2012).	The relationship between the customer and the brand, or the relationship between the product category or subcategory that the customer consciously needs and the brand.
Customer Loyalty	Jacoby, J & Kyner, D. B. (1973).	A biased behavioral response or psychological process that is exhibited over time by some decision-making factor for one or more brands selected from a number of brands.

Source : Made by the author.

### **III. Hypotheses Developing**

#### **1 . Interview Survey**

In this research, we focused on Retailtainment performed in physical stores. The concept of Retailtainment that has been clarified in previous research is ambiguous and old, and we thought that it was insufficient to explain the Retailtainment that is currently being performed in physical stores. Therefore, we interviewed with DTC companies that have developed physical stores (including events and pop-up stores) to clarify how each element of Retailtainment works in a practical situation. Because they are online-platform companies and today they rapidly tap into physical stores in retail. Therefore we assume that they understand the value of Retailtainment and the value that can only be created in physical stores more than other retail companies.

#### **2 . Interview Surveys with Appendix**

The interview surveys were conducted in the form of online interviews by multiple interviewers. In addition, we used a semi-structured interview for the interviews, which were based on Suda (2019). The reason why we use this method is that it can carry out a high-quality survey even though we have time constraints and obtain new knowledge and data by related questions by detailedly conducting questions limited to the Retailtainment (Suda,

2019 : 68-76).

### 3 . Hypothesis setting

Based on the above, we built the following hypothesis. The purpose of this research is to “clarify the most effective way of Retailtainment to improve customer loyalty by comparing Generation Z in Japan and those in the United States”. Therefore, based on the interview survey, they said that they focused on the communication with customers in physical stores. Furthermore, they also said “communication” was the important tool to connect customers, and “communication” can convey the worldview and concepts of companies to customers. Thus, we considered that “communication” was necessary for the brand to build the relationships with the customers, and set “communication” as an independent variable. Those are the hypothesis that we built.

*H1-a : “Communication” has a positive impact on “Customer Loyalty”.*

*H1-b : “Communication” has a positive impact on “the senses”, and “the senses” have a positive impact on “customer loyalty”.*

*H1-c : “Communication” has a positive impact on “fun”, and “fun” has a positive impact on “customer loyalty”.*

*H1-d : “Communication” has a positive impact on “community”, and “community” has a positive impact on “customer loyalty”.*

*H1-e : “Communication” has a positive impact on “difference”, and “difference” has a positive*

*impact on “customer loyalty”.*

#### **IV. Empirical research**

In order to test the hypotheses built in the previous section, we conducted a web survey using Google forms for Generation Z living in Japan and those living in the United States.

The analysis tool used R version 4.0.0 and HAD16.0on solver-on version.

##### **1. Quantitative survey outline**

###### **(1) Survey period and survey subjects**

The survey period was 13 days from August 26<sup>th</sup> to September 7<sup>th</sup>, 2020 in Japan, and 14 days from August 28<sup>th</sup> to September 10<sup>th</sup>, 2020 in the United States, and a web survey was conducted, using the Google form. In this survey, the subjects of the survey were set to Generation Z that refers to people born after 1997 (Jetro web site : Pavlić et al, 2019).

Generation Z is often said that they prefer intangible goods consumption to tangible goods consumption more than other generations (Business Insider Website, 2016). And they are said that they like shopping at a physical store. (Criteo, 2019). However, they have lower loyalty to a brand. (IBM, 2017). Therefore, by clarifying how generation Z would improve their customer loyalty, we assume it would be an implication for the retailers to carry out Retailtainment for Generation Z in the future.

The total number of respondents was 326 (202 in Japan and 124 in the United States).

In addition, we asked them to answer the survey, assuming a general brand store. The reason why we asked them so is that the studies of Retailtainment is limitedly. Therefore, to subject a general brand store, it can contribute to grasp customers' impression toward the Retailtainment performed in physical stores.

## **(2) Question items and proof results**

In this research, we used the existing scales that reliability was confirmed for each item. Then, we created 18 questions regarding “the senses”, “fun”, “community”, “communication”, “difference” and “customer loyalty”. We used the Likert scale of 7 points. To create the questionnaire, back-translation between Japanese and English was performed multiple times to improve the equivalence of the questions. Back translation was performed by two Japanese who are native English speakers. From the results, it was possible to judge that the translated English item and the original Japanese item were conceptually consistent in all items.

Figure 3 shows the questions built in this research and the results of confirmatory factor analysis. The results of convergent validation are shown in Figure 4 (Analysis based on Hair et al, 2014).

**Figure 3 : Question Items and Results of Confirmatory Factor Analysis**

Factor	Constructs and Measurement items	Factor loading			Source
		Total	Japan	US	
The Sense	(Total : $\alpha = .878$ Japan : $\alpha = .85$ US : $\alpha = .84$ )				
	Q01 The brand makes a strong impression.	.951	.814	.841	Brakus et al. (2009)
	Q02 I find the brand interesting.	.770	.808	.844	
	Q03 I find the brand appealing.	.659	.798	.735	
Fun	(Total : $\alpha = .839$ Japan : $\alpha = .86$ US : $\alpha = .94$ )				
	Q04 I like to spend my free time on shopping.	.903	.791	.905	Beatty, S. E. et al. (1998)
	Q05 Shopping is an activity I enjoy.	.888	.870	.931	
	Q06 Shopping is one of my favorite activities.	.880	.806	.917	
Community	(Total : $\alpha = .847$ Japan : $\alpha = .75$ US : $\alpha = .89$ )				
	Q07 I feel a sense of belonging in the brand community.	.802	.662	.825	Hur, W. Ahn, K. and et al. (2011)
	Q08 I will visit the brand community continuously.	.774	.788	.950	
	Q09 I will exchange information and opinions about the brand with the members of the brand community.	.747	.671	.807	
Interaction (Communication)	(Total : $\alpha = .846$ Japan : $\alpha = .82$ US : $\alpha = .9$ )				
	Q10 It is easy for you to communicate with the brand staffs.	.965	.610	.856	Musriha, M. (2012)
	Q11 The brand staffs give me effective information about the brand.	.821	.915	.951	
	Q12 The brand staffs give me accurate information about the brand.	.582	.859	.795	
Difference	(Total : $\alpha = .823$ Japan : $\alpha = .86$ US : $\alpha = .79$ )				
	Q13 The brand has a different sense compared to others.	.970	.827	.676	Kubota (2012)
	Q14 The brand has its own policies.	.772	.852	.767	
	Q15 The brand has its own sense.	.580	.774	.859	
Customer Loyalty	(Total : $\alpha = .919$ Japan : $\alpha = .87$ US : $\alpha = .87$ )				
	Q16 I consider myself as a loyal customer of the brand.	.731	.699	.747	Moiesescu, O. L. (2018)
	Q17 I will continue to be a customer of the brand.	.815	.934	.936	
	Q18 In the future, I will purchase more products from the brand.	.616	.879	.845	

Source : Made by the author.

**Figure 4 : Results of convergent validation**

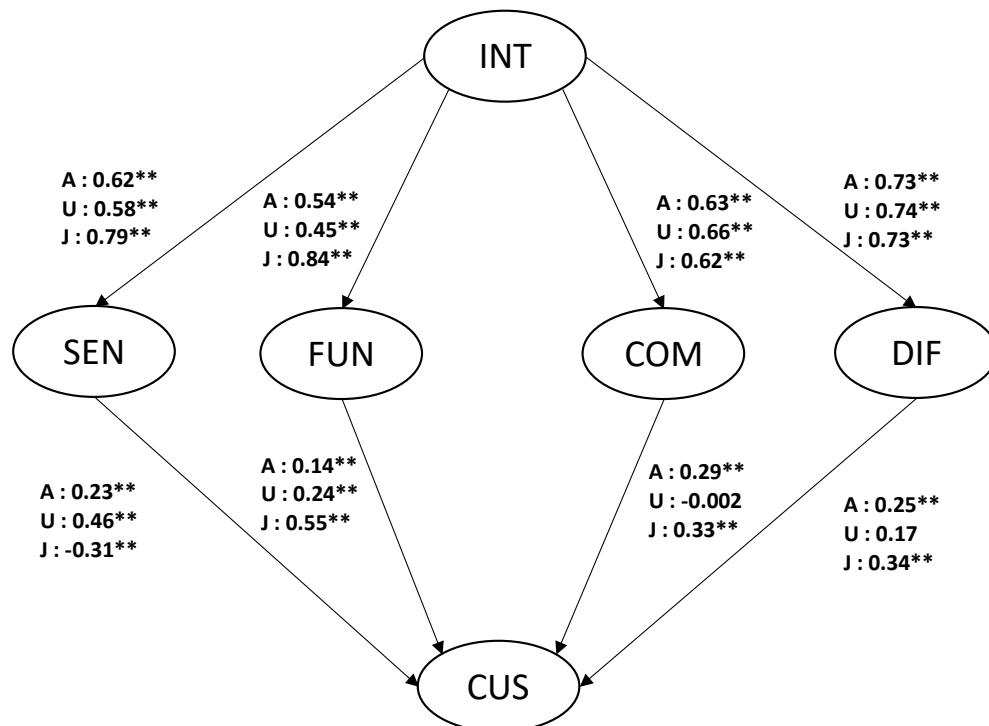
Factor	Question item	Item to total	Cronbach' $\alpha$
The Senses	Q01	0.89	0.85
	Q02	0.87	
	Q03	0.87	
Fun	Q04	0.93	0.86
	Q05	0.93	
	Q06	0.93	
Community	Q07	0.86	0.75
	Q08	0.87	
	Q09	0.86	
Interaction (Communication)	Q10	0.85	0.82
	Q11	0.92	
	Q12	0.87	
Difference	Q13	0.85	0.86
	Q14	0.88	
	Q15	0.88	
Customer Loyalty	Q16	0.86	0.87
	Q17	0.93	
	Q18	0.9	

Source : Made by the author.

### (3) Results of Covariance Structure Analysis

A covariance structure analysis was performed to test those hypotheses. The analysis tool used was R version 4.0.0 and lavaan 0.6-7. In that case, we conducted a multi population simultaneous analysis of the hypothesis based on the survey of Japan and that of the United States. In order to improve the quality of the model, Q1-Q2, Q10-Q11, and Q11-Q12 were covariance. The analysis results are shown in Figure 5.

Figure 5 : Results of Covariance Structure Analysis (A : All, U : US, J : Japan)



(INT: Interaction, SEN: The Senses, FUN: Fun, COM: Community, DIF: Difference, CUS: Customer Loyalty )

Japan :  $\chi^2=195.6$ , CFI=0.964, TLI=0.955, RMSEA=0.056, AIC=368.5

US :  $\chi^2=287.0$ , CFI=0.90, TLI=0.872, RMSEA=0.106, AIC=448.3

Source : Made by the author.

**Figure 6 : Coefficient of Determination for Each Factor**

		<b>SEN</b>	<b>FUN</b>	<b>COM</b>	<b>DIF</b>	<b>CUS</b>
<b>R<sup>2</sup> value</b>	<b>Japan</b>	<b>0.62</b>	<b>0.71</b>	<b>0.39</b>	<b>0.53</b>	<b>0.69</b>
	<b>US</b>	<b>0.34</b>	<b>0.20</b>	<b>0.44</b>	<b>0.54</b>	<b>0.45</b>

Source : Made by the author.

Those results of the covariance structure analysis support H1-c, H1-d and H1-e in Japan, and H1-a, H1-b and H1-c in the United States. In other words, it is highly possible to improve customer loyalty by increasing “fun”, “community” and “difference” in Japan, and “the senses” and “fun” in the United States in terms of communication. However, they reject H1-b in Japan, and H1-d in the United States. To simply put, it is highly impossible to improve customer loyalty by “the senses” in Japan, and “community” in the United States in terms of communication.

## **V. Discussion**

Based on the purpose of this research, we discuss H1-c in Japan and H1-b in the United States. We also compare H1-b and H1-d, which have different results between Japan and the United States. To clarify this difference, we focused on the characteristics of Generation Z in Japan and those in the United States. We consider it from Instagram posts. Because it is a popular communication tool for young adults (Pew Research Center Web site, 2018), and be able to understand their characteristics.



Firstly, we discuss the results of Japan. Recently, the number of “Dailygenic” posts has increased among Japanese Generation Z (Toyo Keizai Inc., 2018). Dailygenic is an Instagram post which ordinary and extraordinary have been combined together, and people posts something beautiful but far from a daily life (Toyo Keizai Inc., 2018). For example, they arrange a daily thing that is sold in a convenience store and a supermarket into something cute and stylish by itself and make their lives (Toyo Keizai Inc., 2018). In this way, they tend to prefer to bring extraordinary enjoyment into their daily lives. Therefore, we assume that they prefer physical stores in daily shopping, where you can perceive extraordinary enjoyment through communication with staff who has specialized knowledge. We take “Tsutaya Kaden plus” as an example. It is a first Japanese next-generation showroom where you can experience futuristic and unique products (Tsutaya Kaden plus Web site). In this place, staff communicate with customers and provide extraordinary enjoyment such as a surprise and a discovery about products (Yahoo Japan News, 2020). We expect that such efforts would lead Generation Z to improve customer loyalty.

Next, we discuss the results of the United States. Generation Z in the United States focus on making their own worldview and atmosphere, and tend to prefer expressing them as attractive as possible in a photograph (yPULSE Web site, 2019). Therefore, we assume that they prefer physical stores appealing to the senses, such as the worldview and atmosphere in term of communication. We take LUSH as an example. At the store, staff serve customers politely, such as letting them try a product. Moreover, the store’s unique scents and colorful

products appeals to customers' senses such as smell, touch, and sight (Econsultancy Web site, 2019). We consider that such efforts would lead them to improve customer loyalty.

On the other hand, "the senses" did not lead generation Z in Japan to improve customer loyalty. We assume that the reason of this is "sensory overload". Sensory overload is a phenomenon of consumers' confusion, repulsion, or disgust, which occurs when a large number of sensory stimuli are provided and exceeded an appropriate level (Ishii et al, 2016 : 52-71). We take Abercrombie & Fitch as an example. Abercrombie & Fitch is extremely popular among young adults and known for the performance of the store that convey the brand's world view (Itmedia Business ONLINE, 2014). However, the number of the stores has reduced to avoid the club-like interior with the performance of dark lightings, loud music and the brand's original fragrance in Japan (Itmedia Business ONLINE, 2014). Therefore, we assume that physical stores that appeal to "the senses" through communication are likely to have a negative impact on customer loyalty.

In Japan, it has become clear that strengthening "community" between employees and customers through communication improves customer loyalty. "Community" becomes stronger when a member with a companion consciousness of a particular retail company shares information obtained from the company (Muniz et al, 2001 : 422). In recent years, the number of the companies which provide people who share values with a place to gather has been increasing in Japan (Ministry of Land, Infrastructure, Transport and Tourism of Japan website, 2019). A community that meets each need, such as enjoyment, healing, interest,

information gathering, experience, encounter and self-expression is said to be attractive (Ministry of Land, Infrastructure, Transport and Tourism of Japan website., 2019). We take “Kissa Laundry” as an example. Kissa Laundry provides customers who has the same values with a place where they can gather during the waiting time (Kissa Laundry official website). We assume that sharing the company’s worldview and concept with the community at retail stores would increase their attachment to the company and improve customer loyalty.

On the other hand, it has become clear that strengthening “community” between employees and customers through communication has a negative impact on customer loyalty in the United States. The reason for this is the psychological characteristics of American Generation Z. In the United States, there are more people who build trust with others connected through online than those in Japan (Ministry of Internal Affairs and Communications, 2018). In addition, it is easy to accept information about the real experiences told by other customers since the connection among them is stronger than the connection between customers and companies in the community (Millennial Marketing Web site, 2017). Therefore, it is highly impossible to improve customer loyalty by “community” through communication.

## **VI. Conclusion and Future Research**

### **1 . Implication**

This research contributes to both academic and practical aspects. To begin with, we

quantitatively clarified the factors that lead to customer loyalty in Retailtainment. Moreover, we have added new perspectives in the Retailtainment research related to the consumption behavior of Generation Z.

Along with that, we provided the international expansion of retail companies with the suggestions, and concretely showed suggestions for building strong relationships with the Generation Z who are responsible for future trends and consumption by comparing Generation Z in Japan and those in the United States.

## **2 . limitation**

This research has three limitations. Firstly, there is a difference in the sample size among the subjects in the survey. Secondary, it is necessary to conduct a unified survey of brands that carry out Retailtainment. We asked the subjects to respond assuming their favorite physical stores. However, every one of the brands assumed by the subjects did not necessary carry out Retailtainment. Finally, it is necessary to conduct a comprehensive research of Retailtainment. We assume that there are other elements of Retailtainment besides the six elements discussed in this research.

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Figure 7：インタビュー調査一覧

企業名	日時	調査対象	内容
株式会社商業界	2020年2月7日 14時00分－16時00分	月刊「販売革新」編集部 山賀 智之様	リテールテイメントの 実態、目的、課題
DO HOUSE U.S. CORPORATION	2020年6月23日 23時00分－25時00分	元副社長 兼 CMO 藤原 栄子様	米国のリテールテイメン トの実態、日本との違い
All birds	2020年8月3日 10時00分－11時00分	マーケティング責任者 蓑輪 光浩様	店舗展開の背景、目的、 取り組み、顧客の反応
KURAND	2020年8月4日 13時00分－14時00分	代表取締役 荻原 恭朗様	店舗展開の背景、目的、 取り組み、顧客の反応
Sneils Project	2020年8月5日 10時00分－11時30分	発起人・デザイナー 安達 功様	店舗展開の背景、目的、 取り組み、顧客の反応
クラシコ株式会社	2020年8月5日 13時00分－14時00分	マーケティング執行役員 江村 知也様	店舗展開の背景、目的、 取り組み、顧客の反応
BARAILLE & GARMENTS	2020年8月7日 10時00分－11時00分	職務執行者社長 ナカソネ ユウ様	店舗展開の背景、目的、 取り組み、顧客の反応
株式会社茶淹 美濃加茂茶舗	2020年8月18日 13時00分－14時00分	代表取締役 伊藤 尚哉様	店舗展開の背景、目的、 取り組み、顧客の反応

出所：各社インタビュー調査より筆者作成。

Figure 8：インタビュー調査から得た仮説導出の根拠

仮説	仮説導出の根拠
H1-b	<ul style="list-style-type: none"> <li>・クラシコの商品の特徴でもある比較的シンプルなデザインで素材がいいところが、ECだと伝わりにくいのですが、実店舗ではそれを伝えることができると考えてます（クラシコ株式会社）。</li> <li>・買った時の喜びとか、着てからの喜びとかって五感は必要だし、コミュニケーションを取ったりしていません（Sneils Project）。</li> <li>・「飲み方提案」、「食べ合わせ提案」とか、お酒を通じて最大限の価値を提供する、体験価値をお客様を通じてしっかりやっています（KURAND）。</li> </ul>
H1-c	<ul style="list-style-type: none"> <li>・栽培地、特徴、お茶の淹れ方などをちゃんと説明すると面白いと思ってリピートしてくれるが増えたので、お客様との対面のコミュニケーションはすごく大事にしていました（株式会社茶淹 美濃加茂茶舗）。</li> <li>・商品について知ってもらうのは大前提なんですけど、さらにその奥であるお酒そのものについての知識とかを伝えることで、楽しめるような体験というものにすごく力を入れています（KURAND）。</li> <li>・単純に飲んでおいしい、買いますっていう導線ってやっぱり難しいんですよね。お酒を通じてこういう飲み方をすれば面白いとか、こういう料理と合わせるんだ、とかそういう新しい発見・気づき・出会い、そういうものをお店に来た方には提供するという目的でお店を運営していますね（KURAND）。</li> </ul>
H1-d	<ul style="list-style-type: none"> <li>・人気な飲食業界などとコラボして、飲食や音楽を楽しみながら商品についても話すことで、別々のお客さん同士が会話し、買うきっかけになっています（BARAILLE &amp; GARMENTS）。</li> <li>・お店自体が持ち込みスタイルで、幅広く楽しんでもらえるお店になっていて、持ってきてもらったお料理にはこれがいいですよ、とかそういうコミュニケーションを大事にしています。また、「酒屋の角打ち」のような文化を大事にして、他のお客様と触れ合う機会、話す機会から気軽なコミュニケーションも助長するような仕組みでやっています（KURAND）。</li> </ul>
H1-e	<ul style="list-style-type: none"> <li>・商品について他社との違いや特徴などを伝えることで、ブランドと顧客の間に信頼感が生まれると思っています（BARAILLE &amp; GARMENTS）。</li> <li>・コミュニケーションをとるときに大事にしたいと思うのは、ネットとかググったりするだけじゃわからないことを伝えていきたいということです。コンセプトやストーリーに興味を持ってくれた人たちが、ネットだけだとしても読み取れないことがいっぱいあって、それをイベント事とかポップアップとかをしてコミュニケーションをとって説明していくことが喜ばれると思って立ち上げています（Sneils Project）。</li> </ul>

出所：各社インタビュー調査より筆者作成。