UNIVERSIDADE DE SÃO PAULO

FACULDADE DE ECONOMIA, ADMINISTRAÇÃO E CONTABILIDADE

DEPARTAMENTO DE ADMINISTRAÇÃO

PROGRAMA DE PÓS-GRADUAÇÃO EM ADMINISTRAÇÃO

Customer Value Creation in an Omnichannel Environment

A Study in the Intimate Apparel Industry

Criação de Valor para o Consumidor em um Ambiente Omnicanal:

Um Estudo na Indústria de Lingerie

Angela Satiko Yojo

Advisor: Prof. Ana Akemi Ikeda, Ph.D

SÃO PAULO

2019

Prof. Vahan Agopyan, Ph.D.
President of Universidade de São Paulo

Prof. Fábio Frezatti, Ph.D.
Dean of Faculdade de Economia, Administração de Contabilidade

Prof. Moacir de Miranda Oliveira Junior, Ph.D.
Head of the Business Department

Prof. Eduardo Kazuo Kayo, Ph.D.
Coordinator of the Business Graduate Program

ANGELA SATIKO YOJO

Customer Value Creation in an Omnichannel Environment

A Study in the Intimate Apparel Industry

Thesis presented for the School of Economics, Business, and Accounting of University of São Paulo, as a requirement for the Master of Sciences (M.Sc) degree.

Advisor: Prof. Ana Akemi Ikeda, Ph.D

SÃO PAULO

2019

Ficha catalográfica
Elaborada pela Seção de Processamento Técnico do SBD/FEA
com os dados inseridos pelo(a) autor(a)

Yojo, Angela Satiko.
Customer Value Creation in an Omnichannel Environment: A Study in the Intimate Apparel Industry / Angela Satiko Yojo. - São Paulo, 2019.
138 p.

Dissertação (Mestrado) - Universidade de São Paulo, 2019.
Orientador: Prof. Dra. Ana Akemi Ikeda.

1. Retail. 2. Lingerie. 3. Customer Value. 4. Thematic Analysis. I. Universidade de São Paulo. Faculdade de Economia, Administração e Contabilidade. II. Título.

To my Family.

AGRADECIMENTOS

Agradeço à Prof. Dra. Ana Ikeda pela orientação deste trabalho. Suas orientações e dicas foram sempre muito valiosas! Admiro muito a senhora e espero que a nova fase venha cheia de saúde e alegrias!

Agradeço ao Prof. Dr. Geraldo Toledo pelos grandes ensinamentos tanto como professor quanto como orientador da monitoria. Agradeço também aos demais membros do PPGA, professores, membros da secretaria e amigos de outras áreas.

Agradeço à Prof. Dra. Thelma Rocha, que além de fazer parte da banca sempre foi uma inspiração como docente. Agradeço aos demais membros da banca, Prof. Dra. Vivian Strehlau e Prof. Dr. Carlos de Brito pelas valiosas contribuições.

Agradeço aos participantes desta pesquisa, sem vocês ela não seria possível.

Agradeço à minha família. Independente de estarmos ligados por laços de sangue, de amor ou de amizade, tudo o que conquistei e o que sou não seria possível sem vocês.

Obrigada pela paciência nos momentos de tensão. Obrigada pelo carinho sempre.

Obrigada aos amigos da economia, do mestrado, do colégio, de todo lugar. Obrigada à Fernanda e à Isa do grupo de Whatsapp "Publish or Perish", obrigada à Roberta com as histórias da Ana Clara e os momentos de apoio na dissertação e nos trabalhos, e obrigada aos demais amigos em todos os momentos desta jornada.

Em especial, obrigada à família buscapé que ocupa o velho casarão pintado pela metade na Rua Concórdia do Mucuri! Meus pais, minha tia, minha cunhada, meu irmão humano Yuh e meu irmão canino Cookie. Cada dia com vocês é uma história. E vocês sempre apoiaram que eu escrevesse a minha sem preocupação. Arigatou pelo apoio total e irrestrito.

Obrigada ao meu companheiro de todas as horas, que formatou arquivos, discutiu teorias de marketing, fez robozinhos pra coletar dados, produziu tabelas com os qualis de mil artigos.... Que me deu carinho, apoio e amor todos os dias desde antes da entrega do pré-projeto de mestrado. Arigatou Lufe! Obrigada a você e à toda sua família que me recebeu de braços abertos.

E finalmente, agradeço à CNPQ pelo apoio financeiro sem o qual não teria sido possível a dedicação a este trabalho. Espero que estas bolsas continuem a gerar oportunidades para outras pessoas que desejam contribuir para o crescimento da USP como uma universidade de referência no Brasil e no mundo.

ABSTRACT

This study combines customer value creation and retail theories to identify sources of customer value creation within an omnichannel environment. This exploratory qualitative research included three different information sources: (1) secondary data, (2) in-depth interviews with two intimate apparel retailing professionals, and (3) in-depth interviews with 22 women from various financial, social, and lifestyle backgrounds. Information analysis process followed thematic analysis procedures and visual mapping for interview transcripts and relevant customer variables. Findings suggest that customer value creation sources vary according to channel type. They also imply customer financial situation, lifestyle, physiological needs, and product category affect retailer choice in the delicate lingerie sector. Moreover, the same customer variables determine how they derive value from each source. Theoretical contributions include proposing a customer brand channel choice model for the lingerie sector that could be tested in other inconspicuous products, such as fragrances. Managers and practitioners may benefit from the knowledge on customer value creation sources according to customer and channel characteristics.

Keywords: Retail, Lingerie, Value Creation, Thematic Analysis

RESUMO

Este estudo combina teorias de varejo e de criação de valor para o consumidor para identificar fontes de criação de valor para o consumidor no ambiente omnicanal. A pesquisa tem caráter qualitativo exploratório e combina três fontes de informação: (1) dados secundários, (2) entrevistas em profundidade com 2 profissionais da área de varejo de lingerie, e (3) entrevistas em profundidade com 22 mulheres provenientes de diferentes situações financeiras, características sociais e estilos de vida. A análise destas informações baseou-se em procedimentos de análise temática e de representação gráfica das transcrições de entrevistas e variáveis relevantes das consumidoras. Achados do trabalho sugerem que as fontes de criação de valor variam de acordo com o tipo de canal do varejista. Verificou-se também que a preferência da consumidora por um varejista varia de acordo com a sua capacidade financeira, com a categoria de lingerie buscada, com seu estilo de vida e suas necessidades físicas. E finalmente, estas mesmas variáveis determinam como cada tipo de consumidora deriva valor de cada fonte no complexo e delicado setor de lingerie. Os resultados fornecem visões sobre possíveis abordagens para criar valor para o consumidor em diversos canais de marketing. Contribuições teóricas incluem a proposta de um modelo de escolha de marca de canal para o setor de lingerie. Este modelo poderia ser testado em outros setores de caráter inconspícuo e delicado, como fragrâncias. Profissionais de diferentes tipos de canais podem se beneficiar do conhecimento de fontes de criação de valor do consumidor de acordo com a características da consumidora e do canal.

Palavras-chave: Varejo, Lingerie, Criação de Valor, Análise Temática

FIGURE INDEX

TABLE INDEX

LIST OF ACRONYMS

BOPS……. Buy Online and Pick up in Store
BORS……..…… Buy Online and Return in Store
CFO……. Chief Financial Officer
PSOS……... Physical Showrooms for Online Stores
RQ……... Research Question
USD…….. United States Dollar
VC……... Value for the Customer

SUMMARY

1. INTRODUCTION

Fashion products are complex products (Hart & Dewsnap, 2001; Mitchell, 1999). One category within this industry may offer the potential for new findings in customer value creation and retail theories. Female intimate apparel items evolved as fashion products and left their commodity connotation behind (Tsarenko & Lo, 2017). According to Euromonitor (2018), the underwear sector accounts for 45% of the total sales in womenswear in Brazil. It has increased by 18% in value since 2012, while womenswear has increased only 10% in the same period (Euromonitor, 2018).

From a theoretical point of view, even though the literature on gendered consumption has rapidly evolved, academic production concentrated in exploring differences within the same gender is still scant (Bacha, Strehlau, & Vieira, 2010; Hume & Mills, 2013; Tsarenko & Lo, 2017).

The set of the diverse and complex set of physiological, psychographic, functional, psychological, and economic factors that influence consumer behavior for bras (Hart & Dewsnap, 2001) illustrates and supports that the lingerie category may differ from all other types of consumer product, and even from its sister industry, outer apparel. Thus, albeit being overlooked in academic articles (Tsarenko & Lo, 2017), lingerie provides an excellent opportunity to explore variables that may affect customer retailer and channel choices.

Initially, the online channel was just an option to the traditional brick-and-mortar stores (Gao & Su, 2017b). Companies would run online and offline stores independently and even have an entirely different marketing mix for each channel (Herhausen, Binder, Schoegel, & Herrmann, 2015). However, as technology advances, various marketing channels merge and make the customer journey more complex (Ebit | Nielsen, 2019; Silva, Morais, Hoeckesfeld, Mussi, & Grosso, 2019). Moreover, customer brand and channel choices are closely intertwined (Neslin et al., 2014). Thus, retailers ought to integrate their online and offline channels to enrich customer experience and improve operational efficiency (Gao & Su, 2017a).

Brazil has gone through many critical events such as the rising USD, the presidential elections, and the Trucker's Strike. However, despite this scenario, e-commerce in Brazil grew 12% in 2018, reaching 27% of its population and totaling R$53.2 billion in revenues (Ebit | Nielsen, 2019). Online business growth may even be a response to the financial crisis. It is not news that in times of difficulties, companies must expand target markets and reach them in innovative ways (Stern, 1964). Online structures are usually a cost-effective way to grow

business (Ashworth, Schmidt, Pioch, & Hallsworth, 2006b, 2006a). Moreover, integrating online and offline channel features may enhance customer experience and create a competitive advantage (Silva et al., 2019).

Lingerie channel structure in Brazil comprehends independent stores, small chains, department stores, and specialized shops (Yojo, Vital Moreira, & Veloso, 2018). These retailers offer online, offline, and integrated channel options according to their level of professionalism. Each one of these channels creates customer value in different ways through information mechanisms, product characteristics, human and system interactions, environmental variables, and ownership transfer processes (Gremler & Gwinner, 2008; Smith & Colgate, 2007; Turley & Milliman, 2000).

This study investigates customer value creation in an omnichannel retailing environment according to customer characteristics. More specifically, **the main objective is to identify sources of customer value creation across various marketing channels according to industry and customer characteristics**. The research questions that guide this study to get to the main objective are:

- RQ1: Which industry characteristics affect customer value creation?
- RQ2: Which customer characteristics influence customer value creation?
- RQ3: How do marketing channels impact customer value creation?
- RQ4: How do customers choose retailer brand and marketing channels in an omnichannel environment?

Thus, we collected data from three sources of information: (1) secondary data, (2) in-depth interviews with two intimate apparel retailing professionals, and (3) in-depth interviews with 22 women from diverse financial, social, and lifestyles. We based the information analysis method on thematic analysis procedures (Braun & Clarke, 2006) and visual mapping (Langley, 1999) for interview transcripts and relevant customer variables.

This research project comprises the following sections. Firstly, we present relevant literature on customer value, retail, and intimate apparel retailing. Then, we describe the field study method and this research's main findings. Finally, we present discussions on these findings, managerial and theoretical implications, final considerations, and suggestions for future research.

2. LITERATURE REVIEW

This section of the research project provides an overview of existing academic literature concerning the main topics that will contextualize and guide data collection and analysis.

The accomplishment of this study's objective required reviewing the literature on customer value creation and retail typology to aid data collection and analysis. Also, to provide context and assess present existing topics of investigation within the intimate apparel industry, this section includes relevant academic production and facts in lingerie retail.

2.1. Customer Value: Definitions and Concepts

According to Zeithaml (1988 p.14), "perceived value is the overall assessment of the utility of a product based on perceptions of what is received and what is given". It is also the primary source of competitive advantage in an environment of demanding customers, global competition, and slow-growth economies and industries (Woodruff, 1997).

Many authors have worked on Zeithaml (1988)'s definition of customer value, such as Grewal, Monroe, & Krishnan, 1998; Kumar & Reinartz, 2016; and Smith & Colgate, 2007. Others have tried to give the construct a more comprehensive definition. Woodruff (1997) assess the extent to which the acquired product enables the customer to achieve their goals while Holbrook (2005 p. 46) taps an even more philosophical conceptualization, considering it to be an "interactive, relativistic preference and experience".

The many definitions for customer value offer some insight into the complexity of the concept. Moreover, the discussion gives way to another interesting one: What are the dimensions that compose customer value? Also, what are the possible sources of said value?

2.1.1. Customer Value Sources and Typologies

According to Smith & Colgate (2007), various processes and activities of the value-chain within and between organizations (Porter, 1985) can create customer value.

Authors	Sources of Value Creation
Heard (1993)	Product characteristics, delivered orders and transaction experiences
Ulaga (2003)	Product quality, service delivery, time-to-market, direct product costs (price), service support, supplier know-how, personal interaction, process costs
Holbrook (2005)	Efficiency, excellence, status, esteem, play, aesthetics, ethics, and spirituality
Smith & Colgate (2007)	Information, Products, Interactions, Consumption Environment
Oh & Teo (2010)	Promotion, product, pricing, and transaction information integration (source of information quality) Information access, order fulfillment, and customer service integration (source of service convenience)
Cao (2014)	Physical store (source of customer value by linking other channels)

Table 1: Customer value creation sources
Source: The Authors (2019)

As Park, Jaworski, & Maclnnis (1986 p. 136) stated, "many brands offer a mixture of symbolic, functional, and experiential benefits. Thus, they present more than one concept attached to it. Managing these multiple concepts may be difficult. They may require the use of different positioning strategies according to the customer needs they wish to fulfill.

Intimate apparel purchasing happens due to a series of different needs depending on the occasion or the reason that prompted this purchase (Tsarenko & Lo, 2017). Moreover, the type of value they derive from these purchases may vary. Many authors have attempted to define types of value customers may obtain from products or experiences, as shown in Table 2.

Authors	Types of Value
Park et al. (1986)	Functional value, symbolic value, and experiential value
Sheth, Newman, & Gross (1991)	Functional value, social value, emotional value, epistemic value, conditional value
Woodall (2003)	Net VC (value for the customer), product derived VC, marketing VC, sale VC, and rational VC
Smith & Colgate (2007)	Functional/instrumental value, experiential/hedonic value, symbolic/expressive value, cost/sacrifice value

Table 2: Customer value typologies
Source: The Authors (2019)

Many authors within the intimate apparel retailing literature (Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Law, Wong, & Yip, 2012; Tsarenko & Lo, 2017;

Yip, Chan, Kwan, & Law, 2011) divide customer needs in this industry primarily in hedonic or utilitarian needs. These two needs, however, are not mutually exclusive or mapped in only one dimension.

Woodall (2003) does not classify marketing VC and derived VC concepts into sources of hedonic or functional customer value. For instance, if one thinks about a product such as "lacey lingerie with good support for large breasts for a reasonable price bought for pleasing that special someone". This intimate apparel item may have product attributes (lacey for self-indulgence feelings and proper support for functional reasons) and use or experience outcomes (feeling satisfaction in both their personal or social aspect and have their large breast adequately supported by the garment). Thus, it may tap into both emotional appeals (Laurent & Kapferer, 1985) and utilitarian needs (Park et al., 1986). Hence, Woodall (2003)'s customer value typology is not adequate for analyzing customer value creation in intimate apparel retailing.

Park et al. (1986) and Smith & Colgate (2007) cover two hedonic aspects of value by separating them into symbolic and experiential dimensions. Park et al. (1986) define symbolic needs as a desire to express oneself through a product within social groups and experiential needs as the sensory stimulus provided by this product. Smith & Colgate (2007) accept these definitions and expand them in a more comprehensive framework that also covers cost/sacrifice dimension as a separate one from the functional dimension.

Types of Value	Description	Sources of Value Creation
Hedonic value (experiential + symbolic/expressive)	A product's ability to provide pleasure and affect or fulfill emotional needs by (1) providing sensory, emotional, social/relational, and epistemic experiences and (2) enabling the customer to express more private feelings to themselves and others	- Information - Product - Interactions (with employees and systems) - Environment (purchase and consumption) - Ownership/possession transfer
Utilitarian value (functional/instrumental + cost/sacrifice)	A product's capability of solving functional or rational problems by fulfilling concrete requirements such as (1) offering correct/accurate attributes, performances and outcomes and (2) being in accordance to one's economic, psychological, personal investment, and risk-taking preferences	

Table 3: Customer value sources and types
Source: The Author (2018), based on Laurent & Kapferer (1985), Park et al. (1986) and Smith & Colgate (2007).

Smith & Colgate (2007)'s sources of value creation are adequate for this analysis because it integrates the previous ones and organizes them according to hedonic and utilitarian value types, which are suitable for intimate apparel retailing.

Heard (1993)'s proposal for sources of value creation focuses on product characteristics, delivered orders and transaction experiences, drawing solely on the actual transaction process. It does not include the very beginning of the purchase process, for example, that includes information collection on either the product, its factory, or the retailer.

Ulaga (2003) and Holbrook (2005) are more exhaustive than previously mentioned authors in describing potential sources of customer value creation. However, it may be harder to apply these definitions in a retailing context. They include dimensions that lay within the supplier-retailer relationship, such as process cost (Ulaga, 2003), or that are too hard to assess through practical data collection methods in marketing studies, such as ethics and spirituality (Holbrook, 2005).

2.2. Retail: Definitions and Typologies

There is no widely accepted definition of modern retailing (Miotto & Parente, 2015). Traditional retail definitions usually merely cover its transactional aspects, but it can be more than that as it adds value to customer experience (Cesar de Moraes, Cunha, & Terlizzi, 2017; Chamie & Ikeda, 2015; Chamie, Ikeda, & Parente, 2012).

The retailing environment in emerging countries such as Brazil is very heterogeneous, mainly due to social and economic inequality (Barki, Botelho, & Parente, 2014). In a diverse environment, various customer behavior and retail structure types tend to coexist. While poorer markets present higher numbers of small family-owned, amateur, independent stores, more affluent areas usually concentrate more efficient formats, such as multi-channel store chains (Miotto & Parente, 2015).

Accordingly, lingerie retailing in Brazil comprises a variety of formats. In São Paulo, single-unit stores and small street shop chains are more common in lower-income areas. Meanwhile, larger chains of department stores and specialized stores usually occupy more prosperous areas and higher rent locations, such as malls and galleries (Yojo et al., 2018). These retail formats may have single, multi- or omnichannel structures.

Retailer Type	Description
Independent Stores	- Similar to Miotto & Parente (2015)'s Old-fashioned store classification - Lower-income areas (Penha, Ponte Rasa, and Artur Alvim) - Single-unit Family-owned street stores - Unprofessional service - Low levels of salespeople-customer interaction - Size and color product organization - Low investment in internal and external decoration - Unorganized environment, products in baskets
Small Multi-brand Chains	- Similar to Miotto & Parente (2015)'s Low Price store classification - Probably an evolution of single-unit street stores in better locations - Slightly better equipped than street stores, with simple shop windows - Simple interior, clean and better organized than street stores - Size and color product organization - Low levels of salespeople-customer interactions
Department Stores	- Similar to Miotto & Parente (2015)'s "Big Middle" store classification - Well-organized, modern, and more beautiful interior, air conditioning, bright lighting - Category product organization - Better locations, such as malls and the high street - Own brands and other brands product - Many exposed merchandises - Self-serviced stores with shopping assistants available on demand
Single Brand Chains/Specialized Stores	- Similar to Miotto & Parente (2015)'s Specialized store classification - Occupy higher-income areas, such as malls and the high street - Flashy interior and exterior - Higher investment in atmospheric variables (product and store scent, beautiful shop windows, nice furniture, music in store, air conditioning, well-furnished dressing rooms) - Atmospheric variables per the store brand and product positioning

Table 4: Lingerie retailer types
Source: Yojo et al., (2018); Miotto & Parente (2015)

Additionally, retail can also not even have a physical structure. It may be pure-play online retailers, which are usually cyber-startups (Ashworth et al., 2006a, 2006b).

2.2.1. Brick-and-Mortar Retail

Kotler (1973) introduced the importance of studying the atmospheric variables of physical retailing environments. Turley & Milliman (2000) organized these variables into five categories. (1) external variables; (2) general interior variables; (3) layout and design variables; (4) point-of-purchase and decoration variables; and (5) human variables.

External variables include exterior signs, display windows, location, surroundings, parking availability, among others (Turley & Milliman, 2000). Mower, Kim, & Childs (2012) believe that despite not directly affecting customer mood, shop exterior has positive impacts on patronage intentions. Which means enjoying a store's landscaping may cause customers to experience pleasure and like the retailer more.

General interior variables, layout and design variables, and point of purchase variables include: sensorial stimuli (e. g. scents, temperature, color schemes, lighting, music), interior design features (e. g. space design and allocation, merchandise organization and categorization,

furniture), and decoration material (e.g. promotional material, product display, wall decorations, pictures, price display, usage instructions) (Turley & Milliman, 2000). In-store environment impacts customer shopping behavior and impulse buying by increasing browsing time (Turley & Chebat, 2005). They may also be sources of customer value creation (Smith & Colgate, 2007). Law et al. (2012) analyzed consumer affective response to visual merchandising within Chinese lingerie consumers. Their findings suggest that perceived female image affects consumer interpretation and acceptance of sensorial stimuli in store, such as mannequins, color, lighting, and materials relating to women's sexuality. These perceptions may vary according to cultural characteristics (Law et al., 2012).

Finally, human variables include employee and other customers' variables (e.g., employee characteristics, crowding, fellow customer characteristics, and privacy) (Turley & Milliman, 2000). Gremler & Gwinner (2000, 2008) highlighted the importance of salespeople-customer interactions as antecedents of customer satisfaction and loyalty. These authors (Gremler & Gwinner, 2008) proposed five categories of rapport-building behavior: (1) uncommonly attentive behavior; (2) common grounding behavior; (3) courteous behavior; (4) connecting behavior; and (5) information sharing behavior. These categories include getting close to the customer by showing interest, honesty, pleasant conversation, imparting knowledge, and other actions. Ferreira, Brandão, & Bizarrias (2017) investigated the effects of crowding in retailing environments. According to these authors, the effects of too many fellow customers in the same retailing environment may cause negative emotions and affect satisfaction, time spent in-store, and impulse shopping.

2.2.2. Online Retail

Pure online retailers are usually new entrants to the market (Ashworth et al., 2006b, 2006a). These players can either develop their online structure or use online marketplaces, which are platforms that allow sellers and buyers to connect through a professional and safe transactional environment (Yojo, Curvelo, Yoda, & Marinho, 2017).

Cyber start-ups have the opportunity to cut costs and improve inventory control (Ashworth et al., 2006a, 2006b; Gao & Su, 2017b). They can also segment their customers and cater to each group through different web interfaces while keeping their structure small and saving resources (Ashworth et al., 2006b, 2006a). However, not having a physical front may also posit challenges. Customers may not trust the retailers' integrity and their product quality or specifications (Bell, Gallino, & Moreno, 2017; Gao & Su, 2017b). Beck & Crié (2018)

observed that adding virtual fitting room features to online commerce increased consumer's patronage and purchase intentions.

2.2.3 Omnichannel Retail

We have come across other terms relating to the use of more than one channel to serve the customer in a retailing environment other than channel integration, such as omnichannel, multichannel, and cross-channel. As in the reviewed literature little attention has been given to the actual definitions and interrelations of these four concepts, we believe pivotal to convey the differences between them, and to define how they shall appear in this thesis.

Conforming to the Oxford Dictionary The prefix "omni" derives from the Latin language and means "whole" or "all" whereas "multi" has the same origin, "multus" and refers to "many". "Cross" originates from old English "cros", which also comes from Latin "crux". It refers primarily to an object formed by two intersecting lines, but it means a mixture or a compromise of different things as well. The word "integration" arises from the Latin verb "integrat". It signifies becoming whole. Finally, the suffix "channel" has its origins from the old French word "chanel" which comes from the Latin word "canalis" and indicates a mean of communication or distribution.

Neslin et al. (2014) believe that the channel a firm uses to sell a product or a service to a customer is not only a distribution channel but also a contact point with them, and ultimately a brand-customer interaction. This belief implies the beginning of the use of selling channels not only for delivering a product, but also to enhance customer experience and thus, creating value. These authors refer to customers that integrate their decision process across channels as "omnichannel customers" and "multichannel" as the characteristic of a retailer that offers the customer "many" channels.

Neslin et al. (2014), Zhang et al. (2010), Piotrowicz & Cuthbertson (2014), and Verhoef, Kannan, & Inman (2015) followed suit in the definition for the term "multichannel" to refer to retailers that offered more than one channel for selling and delivering their products to their customers. Referring to the customer as "omnichannel", however, is a point that may be worth pondering for a moment. Whereas "multichannel" seems to have emerged as the characteristic of a retailer of offering one **or** another channel, the "omnichannel" adjective can also refer to the customer who used different channels to make their decision to buy from the one that offered them the best deal. This adjective usage meant that the "many" channels offered by the retailer

were not only managed independently as a different business of one holding but also as competitors for the same customer, the "omnichannel" customer.

Thus, even before companies started to actively offer the customer the option to integrate the use of their existing channels to enhance their own experience, it emerged as a customer need. Hence, it is possible to associate omnichannel retailing with fulfilling a customer's hedonic and functional needs to create customer value.

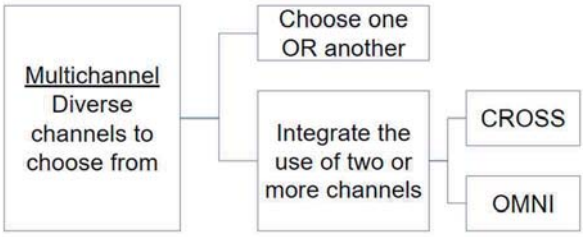


Figure 1: Multi-, cross-, and omnichannel Integration
Source: The author, 2018

For the context of this thesis: Multichannel will refer to a retailer that has more than one marketing channel, regardless of offering integration among them, as defined by earlier mentioned authors. Omnichannel and Cross-Channel will refer to the seamless integration of these channels. It may be a characteristic of a retailer that offers customers this experience (Brynjolfsson, Hu, & Rahman, 2013), or of a customer that uses all existing channels for their benefit (Neslin et al., 2014).

2.2.1. Cross-Channel Strategies

According to Herhausen et al. (2015), the most common cross-channel activities in leading European multi-channel retailers were efficient dealer search, the ability to check product availability in the physical store via the internet, the possibility to reserve products online for purchase in the physical store and to return products purchased online at the offline store. As this research dates from 2013, it is acceptable to assume that new forms of omnichannel or cross-channel activities may have developed in following years as technology and customer's “needs and wants” evolve as observable in table 5.

OMNICHANNEL OPERATIONALIZATION	AUTHORS (YEAR) by year of publication	JOURNAL	H INDEX
Buy Online and Pick up in Store (BOPS)	(Ailawadi & Farris, 2017)	Journal of Retailing	105
	(Kim, Park, & Lee, 2017)	Telematics and Informatics	40
	(Gao & Su, 2017a)	Management Science	198
	(N. Beck & Rygl, 2015)	Journal of Retailing and Consumer Services	51
	(Gallino & Moreno, 2014b)	Management Science	198
	(Mahar, Salzarulo, & Daniel Wright, 2012)	Computers & Operations Research	118
	(Chatterjee, 2010)	International Review of Retail, Distribution and Consumer Research	13
Physical Showrooms for Online Stores	(Jin, Li, & Cheng, 2018)	European Journal of Operational Research	200
	(Ailawadi & Farris, 2017)	Journal of Retailing	105
	(Chatterjee & Kumar, 2017)	Journal of Retailing and Customer Services	51
	(Bell, Gallino, & Moreno, 2017)	Management Science	198
	(Gao & Su, 2017b)	Manufacturing and Service Operations Management	63
Buy Online Return in Store	(Herhausen et al., 2015)	Journal of Retailing	105
Check Availability in the Physical Store Online	(Gao & Su, 2017b)	Manufacturing and Service Operations Management	63
	(Herhausen et al., 2015)	Journal of Retailing	105
Virtual Showrooms	(Gao & Su, 2017b)	Manufacturing and Service Operations Management	63

Table 5: Channel integration operationalization typology
Source: The Author, based on research data (2017)

Amongst Table 5's various forms of cross-channel operationalizations, Gao & Su (2017b) call attention to Buy Online and Pick up in Store (BOPS) and Physical Showrooms for Online Stores (PSOS). According to these authors, these two types of omnichannel activities may serve as effective ways of offering online and offline information to their customers, as described in the following sections.

2.2.1.1. Buy Online and Pick up in Store (BOPS)

The adoption of the BOPS system may be an information mechanism (Gao & Su, 2017b, 2017a) that assures the consumer that they will find the product that they wish to buy and as a way to reduce the hassle to perform the purchase, since the product will be ready for collection upon the previously accorded time and place.

For the retailer, tying the online and in-store inventory together allows them to reach more customers and offer them more products. If operational processes perform efficiently, the different branches and the online inventory may exchange the products that the consumer needs and make it available in the location they wish in just a few hours, which may boost their satisfaction towards the retailer.

2.2.1.2. Physical Showrooms for Online Stores (PSOS)

The main problem of online shopping is what Gao & Su (2017b) define as product value uncertainty. If the client has never bought from this online retailer before it is understandable that they are not sure of the quality of the product they are receiving and may be less willing to buy them than if they knew what to expect. On the other hand, if they can see, touch, taste or try the product before in a convenient manner in a physical showroom, and even have their registration to the online shop facilitated by one their employees, this may reduce or eliminate this uncertainty at the same time they have a more pleasant experience(D. Bell et al., 2017).

2.2.2. Channel Integration and Uncertainty

The BOPS may have sounded peculiar at first since the idea of the online shopping was to save the consumer the trouble from commuting to the store and carry their purchases back home. Likewise, the idea of a shop that does not sell products but exists to show them to the clients may seem illogical considering all costs involved in maintaining such a spot in shopping centers or the high street.

However, if one considers that consumers usually face uncertainties during their purchasing journey no matter in which channel they decide to shop, providing them with information in one channel before they buy in another one seems helpful. (Gao & Su, 2017b) consider that the information a client receives needs to solve two types of uncertainty: product value uncertainty and product availability uncertainty.

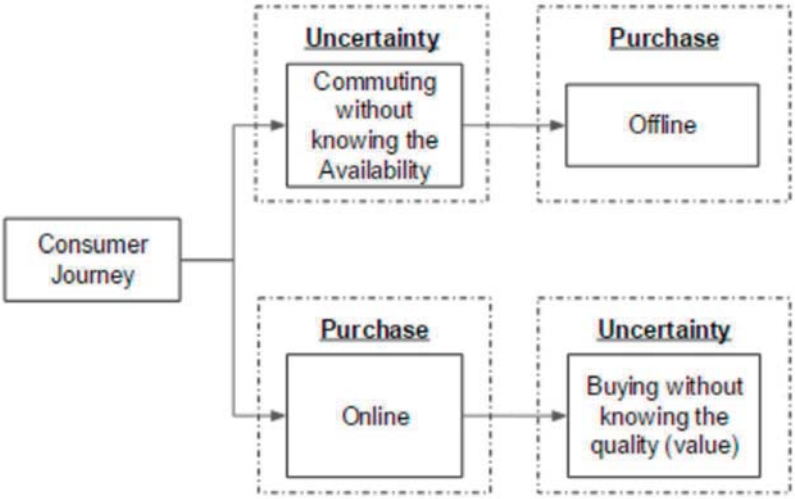


Figure 2: Consumer buying journey with uncertainty
Source: Adapted from Gao & Su (2017b)

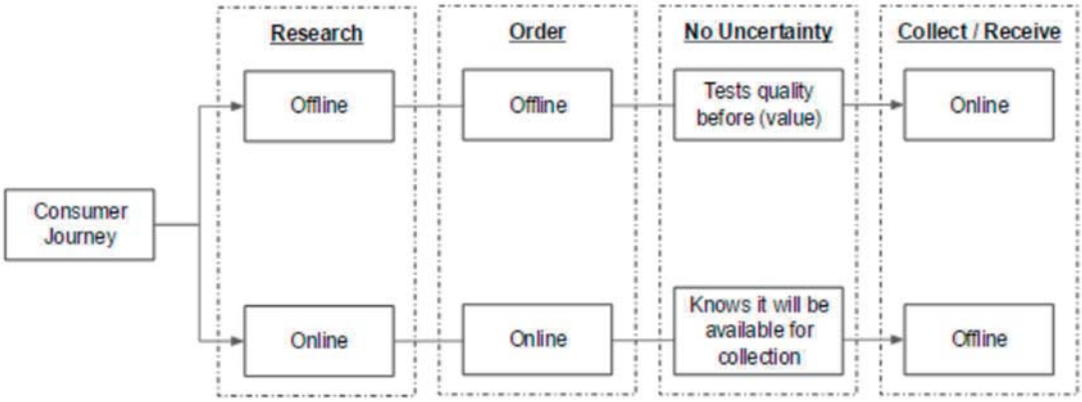


Figure 3: Omnichannel consumer buying journey without uncertainty
Source: Adapted from Gao & Su (2017b)

Thus, uncertainty solving may be one way of generating value for the customer by adding one step in the purchasing journey.

2.3. Intimate Apparel Retailing

Intimate apparel is not only "any undergarment worn next to the skin and underneath clothes" (Law et al., 2012, p.113). It is more than that when it comes to what it may symbolize for women throughout humankind history (Gellacic, 2013; Greggianin, 2016; Ticianel, 2007).

This section of the literature review presents (1) a brief depiction of the deep relationship, found not only in academic literature but in various documents, between women and lingerie throughout the history; and (2) an assessment of academic articles regarding the

keywords lingerie and retail through the Scopus Database search engine.

2.3.1. Lingerie and Women in History

While intimate apparel may relate to any undergarment worn beneath clothes for both genders, the term lingerie usually refers to the collective of female underwear (Sunhilde, 2011). According to the Oxford Dictionary, the word itself was taken from old French “linge”, which means linen.

The lingerie’s primary function of being a piece of linen worn under outer clothing seems to date from thousands of years before Christ (b. C.) (Ticianel, 2007). Since then, its usage seemed to fulfill both utilitarian (protecting intimate parts of the body or sustainment for breasts) and hedonic needs (projecting female bosom into the ideal of beauty of their times). These needs, however, seemed to change throughout time, or rather, the bearer of these needs seems to change as humanity evolved and women went from being treated as objects to be regarded as human beings with conscience and needs of their own (Bacha et al., 2010; Gellacic, 2013; Greggianin, 2016; Ticianel, 2007).

At first, needs for lingerie reflected society’s, or more specifically, they reflected the needs of the rulers of the society in question, mostly men. Wars, technical developments and scientific advances that happened from ancient times into the Middle Ages and up to the 17th century awoke society for the importance of women and from the 18th century on, the lingerie industry began a slow journey into catering for the actual recipients, or consumers, of their products.

The era ranging from the Middle Ages up to the 17th century was very cruel to women regarding their underwear shapes and objectives. In times when health care was precarious, society saw women as means to procreate. Thus, voluptuous hips and breasts brought up by tiny waists were mandatory for women. Women could only achieve this form by using burdensome and rigid structures called farthingales for shaping skirts and corsets. These apparels would almost strangle their hips into small circumferences. These undergarments were also a symbol for power as they were so complicated and cumbersome that they were exclusive to noble families as it was impossible to put them on without the help of servants (Greggianin, 2016; Ticianel, 2007). However, even if only nobility wore more specific forms of heavy and excruciatingly painful lingerie, the oppression they represented was carried on for other layers of society as well, only adapting according to the working-class movement needs and availability of material.

French Revolution (1789) and Illuminism brought the first signs of conscience towards women's health and comfort with their undergarments. Philosophers and doctors realized the harm that the tightness and materials involved in women's underwear items for the sake of exhibiting a particular body shape could be harmful to their health and even to their lives due to rigid materials and formats (Ashizawa, Sugane, & Gunji, 1990).

Industrial Revolution also made an impact in the lingerie industry as it enabled mass production and popularized lingerie for the working-class. The need for more workers also motivated the development of lingerie to be less oppressive and more comfortable for women that now needed to ride bicycles and work in factories.

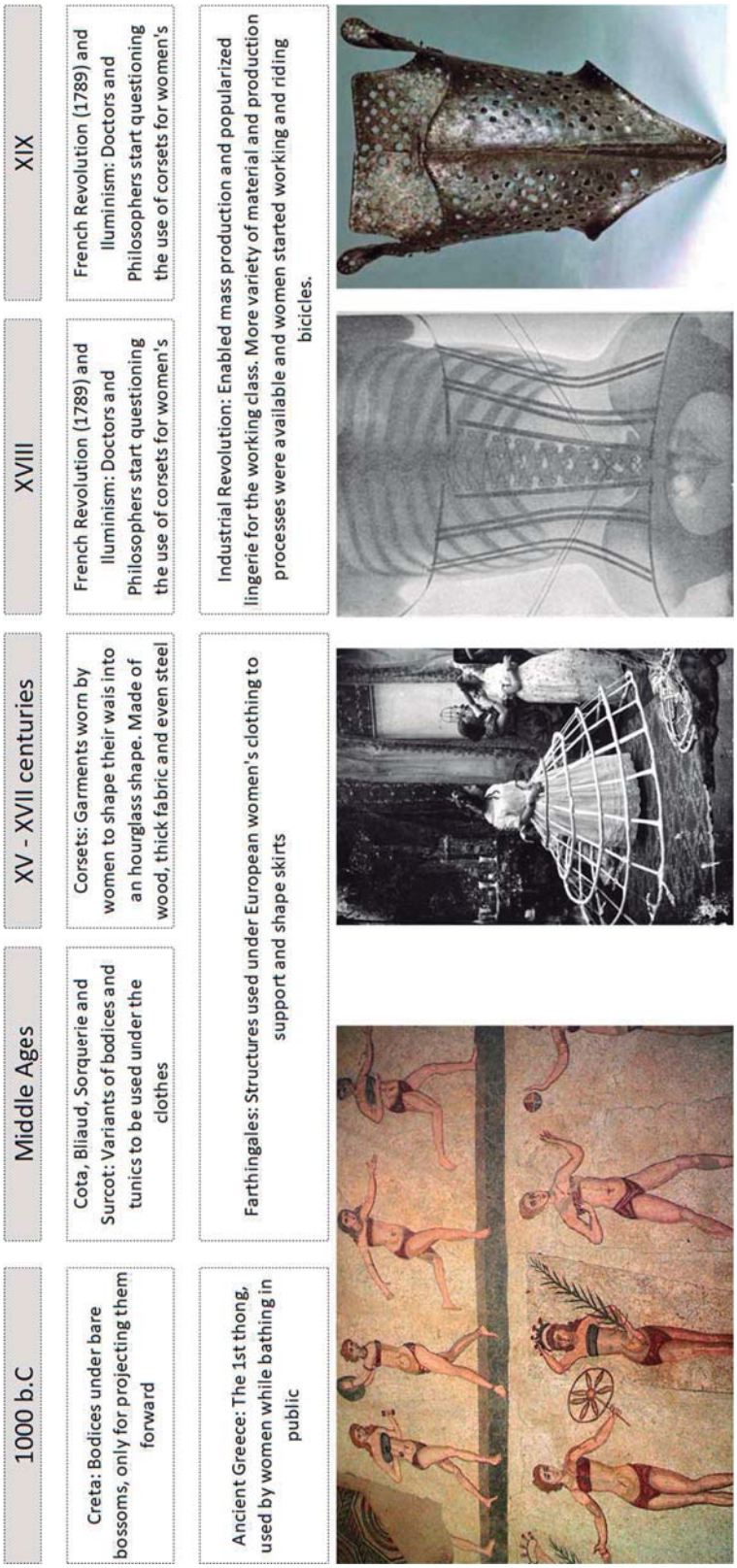


Figure 4: Lingerie through the years I

Source: Adapted from: Friedman (2018); Renner (2018); Hale (2017); Portal Uai Entretenimento (2017); Navajas (2017); Almeida (2016), Bastos (2016); Lindig (2016); Greggianin (2016); Greggianin (2015); Schlossberg (2015); A Incrível História da Lingerie (2013); Underwear: The Hidden History (2013); Ticianel (2008) Bonumá et al. (2003), World War 2: Underwear and Uniform (1939)

As the 1900s came by, women who started working during the industrial revolution and the ideas that blossomed from developments all over society started to have their needs met by the lingerie industry. Arts and culture inspired clothing for more natural shapes, and the word "soutien-gourge" made the French dictionary (Greggianin, 2016; Ticianel, 2007). In 1914, Mary Phelps Jacobs invented the bra and sold it to a big lingerie industry.

World War I also made a significant impact on women's way of life. As men went away for battle, women needed to stand up for manual jobs that required enhanced freedom of movement. Accordingly, their desire for independence and freedom also increased and by the 20's intimate apparel appeared as separate pieces of garments with lighter and flexible materials to go along outer clothing that praised more natural forms of the female body (Lindig, 2016).

During the 30's American company Dunlop Co. invented fabrics intertwined with latex, allowing the production of lingerie of different shapes that could fit various types of bodies. In 1938, Du Pont de Nemours started using nylon, and colorful pieces of undergarments finally became popular. Until the time this material needed to leave the lingerie sector for the parachuting industry, as it times of war needed it for the armory and other supplies (Ticianel, 2007).

As World War II took place, women went to the front of battle and lingerie became more functional than ever, to be worn under uniforms to protect and enable combat if needed (*World War 2: Underwear and uniform*, 1939). During hard times and a shortage of raw material, women could still find their vanity. They even draw lines through the back of their legs to mimic stocking when it was impossible to afford them (Lindig, 2016).

World War II finally came to an end. The raw material was finally available again for other industries. Then, the lingerie sector also blossomed. New models such as strapless and underwired bras came to existence, providing more comfort and variety for women.

From 1950 on, as the world recovered from war, utilitarian aspects of undergarments gave way to meeting hedonic needs. Lingerie finally started to show the glamour the world sees today (Lindig, 2016). Bra production started contemplating a wider variety of bodies with the invention of ABC bras, which allowed women with different proportions of bust volume and back sizes to enjoy a better fit.

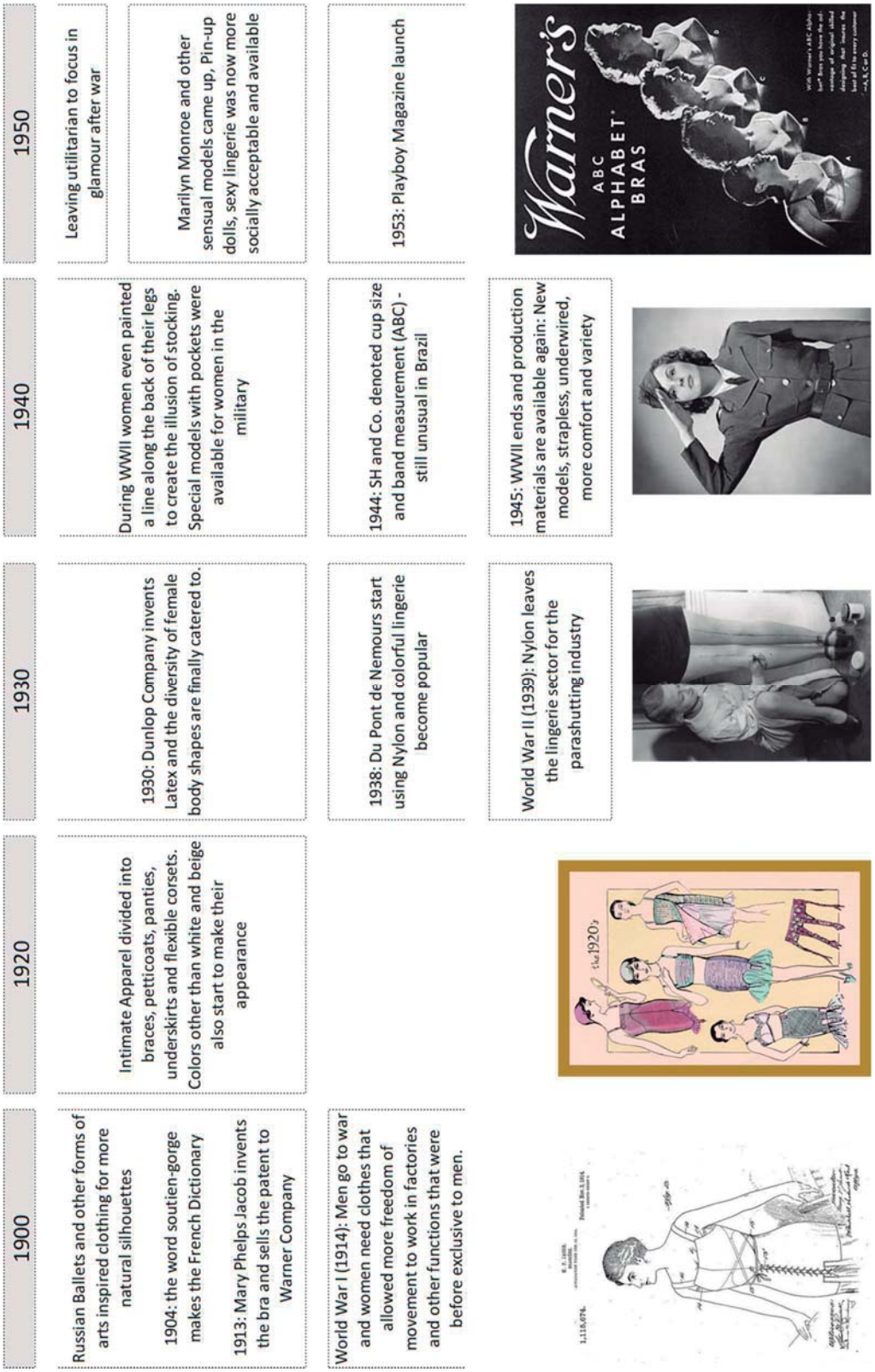


Figure 5: Lingerie through the years II

Source: Adapted from: Friedman (2018); Renner (2018); Hale (2017); Portal Uai Entretenimento (2017); Navajas (2017); Almeida (2016), Bastos (2016); Lindig (2016); Greggianin (2016); Greggianin (2015); Schlossberg (2015); A Incrível História da Lingerie (2013); Underwear: The Hidden History (2013); Ticianel (2008) Bonumá et al. (2003), World War 2: Underwear and Uniform (1939)

The ’60s represented an era of female empowerment and women acknowledging their importance in society. The invention of birth control pills and cultural movements allowed women to feel safer and in control of their lives and sexuality (Gellacic, 2013; Greggianin, 2016). An interesting fact about the 60’s feminists is that despite iconic, the bra-burning protest in Miss America’s 1968 edition may not have happened. According to the lead organizer of the protest, Robin Morgan no actual fire was ignited. It was a myth created by the press. The feminist leader believes the act to be symbolic (Lewis, 2018). It is certain, however, that regardless of the existence of actual fire, this protest ignited others that burned throughout the world and still made lingerie a very controversial symbol for women.

Before being the apparel item capable of offering a hedonic and utilitarian value that most women use and love every day, undergarments were a sign of oppression. In the ’70s, it was believed uncool to wear them even if women felt like they needed the support provided by them for their breasts. Even during uncertain times, the industry did not recoil. A lingerie company created a nipple-bra to create the illusion of a bra-less look while still “getting all the support you want” (Lindig, 2016).

During the ’70s, another icon of intimate apparel was born. In 1977 Roy Raymon founded Victoria’s Secret, and the emblematic lingerie brand paved the way for undergarments within the high fashion industry (Schlossberg, 2015). Nonetheless, contrary to what most may think, this brand was not created to target women. The founder came up with the idea to open a lingerie-only store because he felt embarrassed about buying sexy lingerie for his wife as a gift. During its first years, the brand targeted men as their shoppers, even if the actual consumer were women. Thus, their catalogs showed women in provocative positions. It seems not to have adequately worked as the brand was on the brink of going bankrupt when Wexner acquired them. From then on, the brand geared towards women who wanted to explore their options on intimate apparel themselves.

The ’80s and ’90s mark the time when intimate apparel started blending with outer apparel and become part of influencer’s outfits. Push-up bras and cosmetic surgery were in vogue as bigger breast became synonyms of beauty.

Figure 6: Lingerie through the years III

Source: Adapted from: Friedman (2018), Lewis (2018); Renner (2018); Hale (2017); Portal Uai Entretenimento (2017); Navajas (2017); Almeida (2016), Bastos (2016); Lindig (2016); Greggianin (2016); Greggianin (2015); Schlossberg (2015); A Incrível História da Lingerie (2013); Underwear: The Hidden History (2013); Ticianel (2008) Bonumá et al. (2003), World War 2: Underwear and Uniform (1939)

Which brings us to the 2000s. Fashion nowadays seem to have become more diverse and accepting of lingerie user's different shapes, preferences, skin colors, and so on. Media and consumers now advocate for diversity and urge powerful brands to respond to this trend. Even Victoria's Secret is under pressure to offer larger sizes, but they have, up to this moment, still not obliged (Capon, 2017; Lutz, 2015). Various shades of "nude" colors, on the other hand, seems to have already been incorporated by the industry and women of color may now enjoy things that are not only white people "skin color", but theirs as well.

Another group that has recently been accepted by the lingerie industry is the LGBTQ+. Brazilian intimate apparel company HOPE signed up transgender model Valentina Sampaio for their collection with designer Alexandre Herchcovitch in 2017, and new companies that specifically tailored for transgender needs are transforming the lingerie market as well (Entretenimento, 2017; Hale, 2017).

Figure 7: Lingerie through the Years IV

Source: Adapted from: Friedman (2018); Renner (2018); Hale (2017); Portal Uai Entretenimento (2017); Navajas (2017); Almeida (2016), Bastos (2016); Lindig (2016); Greggianin (2016); Greggianin (2015); Schlossberg (2015); A Incrível História da Lingerie (2013); Underwear: The Hidden History (2013); Ticianel (2008) Bonumá et al. (2003), World War 2: Underwear and Uniform (1939)

Men, wars, technology, and science ruled the way lingerie evolved for many years. These factors have changed over the years. Men became more conscious of the importance

women always had in the society they thought was theirs. Wars showed how the needs and usage of raw material may change and how society needs all its citizens when it comes to difficult times. Technology and science allowed society to better analyze dangerous effects of ancient models of beauty at the same time it enhanced human ability to create more comfortable and adequate garments for lingerie users of all kinds and with various needs. Women changed too. Feminism, female empowerment, and other trending words are more than that. Moreover, most modern societies do no longer tolerate oppression. Their behavior towards consuming lingerie, however still seems to be different from the one they exhibit when shopping for other products and even outer apparel itself.

Investigating how reasons that prompt lingerie purchasing and the value that customers derive from it in current society taking into considerations all the transformations that happened concerning the usage of this kind of product is the aim of this project. The following sections should give better insight into academic production on intimate apparel retailing and consumer behavior.

2.3.2. Lingerie and Retailing

Law et al. (2012), Law & Yip (2010), Sunhilde (2011), and Yip et al. (2011) define intimate apparel as any piece of female clothing worn next to the skin and underneath clothes, comprehending most products encountered in either specialized shops or the intimate apparel sector of department stores. This definition is consistent with their studies, as the primary objective of these authors in their papers were related to assessing consumer behavior within retailing environments in this specific sector. This reasoning also explains the use of this same definition in the context of this thesis as it also expects to embrace the general aspects of customer value creation specifically within an intimate apparel online and offline retailing environment.

Some authors have raised the lack of academic investigation in women's intimate apparel retailing in comparison to more conspicuous fashion items throughout the years (Ashworth et al., 2006b; Bacha et al., 2010; Hart & Dewsnap, 2001; Hume & Mills, 2013; Tsarenko & Lo, 2017; Yip et al., 2011). Indeed, a Scopus Database research with the keywords “lingerie” and “retail” returned only 42 articles.

We qualitatively assessed these 42 articles through title and abstract analysis followed by a careful reading of their contents and references. We then conducted further research

through Google Scholar and University of São Paulo databases. This analysis resulted in the following selection of papers to represent the evolution of intimate apparel retailing academic literature:

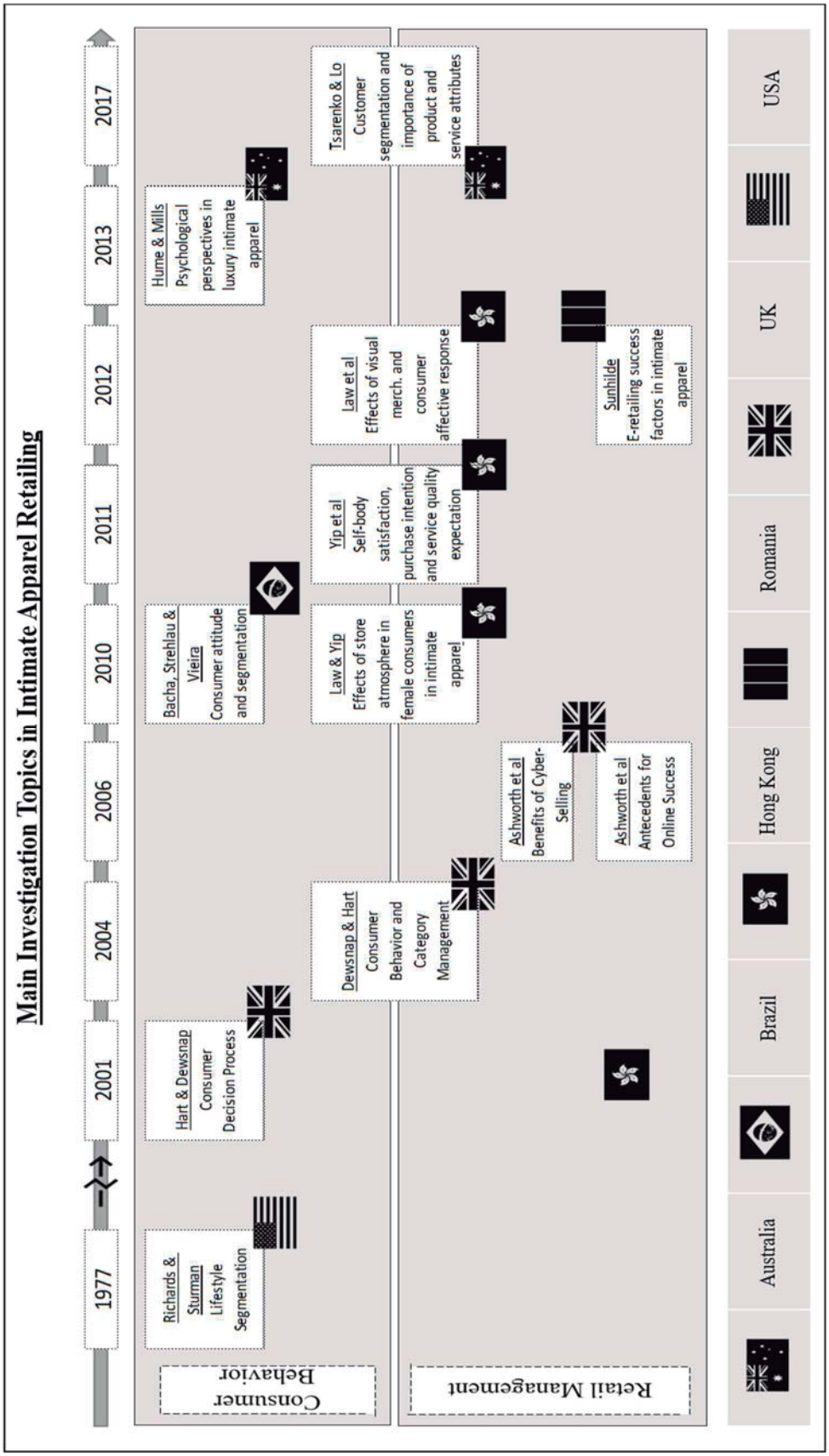


Figure 8: Main investigation topics in intimate apparel retailing
Source: The Author (2018)

As observed in Figure 8, selected articles included quantitative research samples and qualitative research participants from 6 countries and offered insights into both eastern and western, emerging and developed nations. Variety across western and eastern countries was considered relevant in paper selection as there seem to be substantial cultural differences in customer's perception concerning their relationship with lingerie product and visual merchandise, mainly regarding sexual appeal aspects.

For instance, Asian females showed a preference for more subtle references in comparison to western studies (Law et al., 2012). Most relevant investigation topics of these academic papers in consumer behavior covered intimate apparel consumer segmentation, their attitude towards themselves and the product, and their purchase decision processes. Furthermore, they also shed some light on intimate apparel retailing management by introducing channel and category management, store atmosphere operations, and intimate apparel shopper point of view.

Therefore, a more profound examination of the articles mentioned above along with other supporting data sources is expected to enable more substantial understanding of the uniqueness of intimate apparel items, the specificities inherent to this retailing industry and how academic literature previously assessed this context.

2.3.3. Intimate Apparel Customer Segmentation and Behavior

Some authors researched customer segmentation in intimate apparel retailing through different criteria, as shown in Table 6.

Author	Segmentation
(Richards & Sturman, 1977)	Lifestyle-based. Conservative, Fashionable, Brand Conscious, Outgoing, Home/Price-Oriented.
(Bacha et al., 2010)	Demographics and Attitude-based. XXI Century Feminists, Mommy, Seductive Women.
(Tsarenko & Lo, 2017)	Involvement, Product, and Service attributes-based. Enthusiasts, Dilettantes, and Pragmatists.

Table 6: Intimate apparel retailing segmentation proposals
Source: The Autor (2018)

Richards & Sturman (1977) were the first authors to venture into intimate apparel sector consumer behavior (Hart & Dewsnap, 2001). They raised the issue on the additional challenges that the apparel industry may present in comparison to established packaged goods. As pointed out by Richards & Sturman (1977), decisions in the apparel sector usually involved long lead time and higher market risks, mainly due to production aspects and rapid fashion trend shifts. A significant contribution of this paper was to call attention to the fact that even if product characteristics may change over time due to environmental reasons, most consumers will remain relatively consistent in the wants and needs these products should fulfill for them. Thus, consumer-centric segmentation (e.g., conservative versus fashionable) may be more appropriate for fashion items than product characteristic-centric ones (e.g., wired versus non-wired).

Dr. Richard's professional background may have triggered these authors interest in the intimate apparel industry as at the time they wrote this article she was the director of market information and analysis at the apparel company they researched on. Unsurprisingly, they aimed their attention in understanding their consumer behavior to delineate five actionable segments for fashion industry practitioners in general based on lifestyle characteristics. Hence, their segmentation process did not dwell on the specificities of intimate apparel items (Hart & Dewsnap, 2001).

In contrast, Bacha et al. (2010) and Tsarenko & Lo (2017) aimed their attention at distinguishing the lingerie industry from more conspicuous forms of apparel. Bacha et al. (2010) concentrated on customer attitude towards lingerie, their feelings concerning their self-image, and usage occasions. Tsarenko & Lo (2017) relied on evaluating levels of consumer involvement with lingerie items and the importance of product and service attributes within this retailing industry. This more product-consumer attitude and relationship-centric vision of segmentation, contrary to Richards & Sturman (1977)'s consumer general lifestyle-centric one, may generate segments that are more likely to be generalized for other intimate, sensitive or gender-specific products rather than to ordinary ones as day-to-day apparel even though the latter are made from similar materials and produced by similar companies.

Albeit the discussion previously cited in this paper on the importance of investigating the intimate apparel industry, it is necessary to assess how this category appears in academic production.

Some authors used intimate apparel retailing as a context for their investigation aiming to generalize their findings to other sectors of the fashion industry (Ashworth et al., 2006a, 2006b; Richards & Sturman, 1977). Others focused on the differences between intimate apparel and other fashion industry products.

Bacha et al. (2010), Law et al. (2012), Law & Yip (2010), Sunhilde (2011), and Yip et al. (2011) studied the female intimate apparel sector in general, investigating products related to both functional and hedonic aspects of a variety of products. They explored the differences in consumer behavior in this specific area, as much as shopper's attitude towards the product and the retailer.

Meanwhile, Hart & Dewsnap (2001), Dewsnap & Hart (2004), and Tsarenko & Lo (2017) scrutinized on a specific product within the industry, the bra. Hart & Dewsnap (2001) declare that an international bra brand commissioned their study as a critical first stage piece of research for a leading UK retailer. Notwithstanding their clear commercial interest in the matter, the two authors still justify their product choice with reasonably logical arguments. They mention the up to this date scant literature, the physiological complexity involving women's breast and the list of other diverse influencing elements surrounding bra purchase, such as psychographic, functional, psychological, psychosocial and economic aspects.

Academic production in other areas such as psychology and medicine also support the existence of a comprehensive and complex set of factors concerning bra consumption. Ashizawa, Sugane, & Gunji (1990) researched how wearing a specific type of bra may change breast form. They concluded that this change was more visible in obese subjects, suggesting that more prominent breasted women are more likely to be affected by their bra choice in the long run. Koff & Benavage (1998) assessed perceived breast size perception and satisfaction. They observed that the most pressing reason for dissatisfaction was the perception of a mismatch between their ideal and perceived breast sizes. This mismatch may also be the reason for sometimes women feeling that if they were of a "standard size", they would have more options and have a more pleasurable shopping experience, as there is a lack of flattering styles for larger sizes (Dewsnap & Hart, 2004; Hart & Dewsnap, 2001).

Tsarenko & Lo (2017) also pointed out that people with more massive breasts are subject to higher purchasing risk as they are more likely to rely on the bra for support rather than fashion. Relating bigger breasts directly to a preference for functional reasons (having breast support) in opposition to hedonic (feeling more fashionable) may be controversial. Koff &

Benavage (1998) studies showed that women associated larger breast size with higher breast satisfaction and less positive body image. Could this mean that even if they are not happy with their overall body image their satisfaction with a specific part of their body will encourage larger breasted women to flatter that part of them by desiring more fashionable products? Alternatively, maybe, they would prefer more functional products on ordinary occasions and indulge themselves for less comfortable but "prettier" ones on special occasions? Maybe, as mildly suggested by Hume & Mills (2013), dress size is not as important as it once was in women's life and fashion choices anymore. According to these authors, there is conflicting evidence on this subject, and their empirical data implied that dress size played no vital role in the purchasing process.

In a product which needs to accompany women's ever-changing sizes due to childbearing, health issues and aging (Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Tsarenko & Lo, 2017; Yip et al., 2011), but that also fulfills hedonic needs such as self-indulgence and pleasing significant others (Bacha et al., 2010; Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Tsarenko & Lo, 2017; Yip et al., 2011), is it enough to limit segmentation to customer characteristics only (Dewsnap & Hart, 2004) as if they were static over time and all the time for every intimate apparel item? Alternatively, is it possible to imagine that one single customer may have different needs and purchasing behaviors according to the occasion or reason that triggered their shopping journey?

Dewsnap & Hart (2004) explored category management as an innovative way to group products of different types (underwear, outerwear, and accessories) based on their utilitarian or hedonic functions to market them together according to their usage occasions. These authors use a category management framework as presented in Figure 15 to understand customer motivations and the impact of point of purchase marketing mix variables.

Purchase Process Phase	Open-ended Questions Guide
The pre-purchase environment	What influences consumer brand choice before entering the retail store. E.g., product and packaging design, advertising, or promotions, brand image/positioning
The consumer purchase process	What are the consumer need states driving the purchase? Was the purchase planned or impulse, and why? Why was a specific retailer chosen? How is the category shopped?
The in-store purchase environment	What are the in-store dynamics (variables) that influence the consumer purchase process? E.g., availability, assortment variety, visual merchandising, category location/layout, shelf allocation, service support, in-store promotions.

Table 7: Category Management Framework
Source: (Dewsnap & Hart, 2004)

Leading purposes of this research project include assessing potential specificities of some segments in the intimate apparel industry. Albeit, not from a product category point of view (e.g., bra or panties) but the functional or hedonic point of views, based on reasons to purchase as presented in figure 16 along with the authors that inspired this categorization.

	Reasons to Purchase	Authors
Utilitarian	Everyday (Work) Events	Dewsnap & Hart (2004)
	Everyday (Home) Moments	Tsarenko & Lo (2017), Dewsnap & Hart (2004)
	Health-related events (e.g. surgery)	Hummers & Mills (2013), Hart & Dewsnap (2001)
	Sports Moments	Tsarenko & Lo (2017)
	Change of Physiology events (e.g. aging)	Tsarenko & Lo (2017), Yip et al (2011), Dewsnap & Hart (2004)
	Pregnancy/Childbearing events	Hart & Dewsnap (2001)
	Product Deterioration	Law et al (2012), Yip et al (2011), Bacha et al (2010), Hart & Dewsnap (2001), Dewsnap & Hart (2004)
	Size and Style Availability	Bacha et al (2010), Dewsnap & Hart (2004)
Hedonic	Self-indulgence	Tsarenko & Lo (2017), Humes & Mills (2013), Yip et al (2011), Dewsnap & Hart (2004), Hart & Dewsnap (2001)
	Gift-giving	Humes & Mills (2013)
	Relationship Events (e.g. anniversaries)	Humes & Mills (2013), Yip et al (2011), Bacha et al (2010)
	Seduction Intentions (Pleasing someone)	Tsarenko & Lo (2017), Hummers & Mills (2013), Yip et al (2011), Bacha et al (2010), Dewsnap & Hart (2001)
	Social Occasions (e.g. to fit outerwear)	Tsarenko & Lo (2017), Law et al (2012), Yip et al (2011), Dewsnap & Hart (2004), Hart & Dewsnap (2001)

Table 8: Examples of intimate apparel usage occasions
Source: The Author (2018)

3. FIELD STUDY METHOD

This section details the method we used to identify sources of customer value creation in the lingerie industry. Firstly, we describe the overall research design. Then, the evidence collection process and informants' characteristics. Finally, we present the steps of thematic analysis used to assess research data.

3.1. Research Design: The Qualitative Approach

The qualitative information collection and analysis is more suitable for the intimate apparel market due to its more sensitive and personal characteristics (Dewsnap & Hart, 2004; Hart & Dewsnap, 2001). Law & Yip (2010) also used a qualitative approach because they believe interviews and observations provide an abundance of information in understanding participants' more private feelings.

Hume & Mills (2013) combined several forms of qualitative data collection to potentialize relevant outcomes capture and triangulate data. These authors explored consumer behavior and psychological perspectives of luxury in intimate apparel purchasing. Their research contemplated the use of group narrative projection, extensive in-depth interviewing, follow up verification, and mini focus group forum discussion.

Likewise, other authors also used projective techniques, such as Dewsnap & Hart (2004) and Hart & Dewsnap (2001). These works used word association exercises and unbranded garment items as prompts to stimulate open discussions in focus groups. Law et al., (2012) and Law & Yip (2010) used pictures of store atmosphere items such as visual merchandise as stimuli for group interviews to assess consumer behavior and personal feelings towards the shopping process and physical store characteristics.

Thus, the research design of this thesis combined literature review and empirical qualitative information collected from three sources of data: (1) In-depth interviews with two professionals from the lingerie retailing industry; (2) Secondary data from these retailers' social media, homepages, and Reclame Aqui and from other retailers' websites; and (3) in-depth interviews with 22 lingerie consumers.

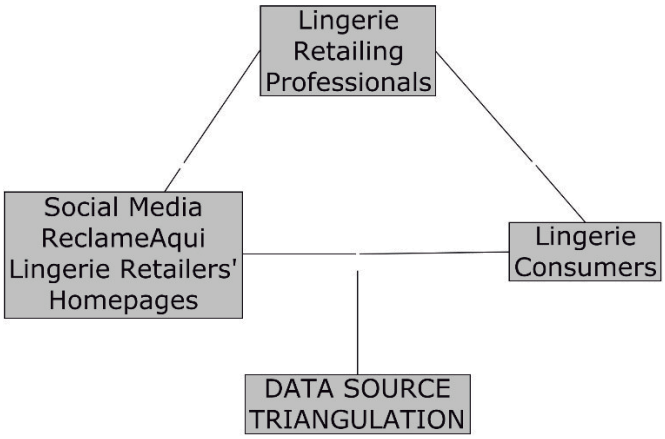


Figure 9: Data source triangulation
Source: The Author (2019)

Information source triangulation strengthens findings (Denzin, 1978; Eisenhardt, 1989) as combined methods are believed to deliver synergistic outcomes (DeLorne & Reid, 1999) and allow subjects to freely speak through multiple ways (Hume & Mills, 2013).

3.2. Data Collection Strategy

This study's data collection strategy relays on in-depth interview techniques for primary data collection and internet research for the secondary data collection on lingerie retailer's websites and social media profiles.

3.2.1. Primary Data Collection: In-depth Interviews

In-depth interviews are described by Legard, Keegan, & Ward (2003) as a conversation with a purpose, being a process of human interaction through which it is possible to create knowledge. According to Fontana & Frey (1994), interviews found enormous popularity in clinical diagnosis and counseling as these two areas primary concerns are the quality of the response. During World War II, it even came to be explored in psychological testing and measurement.

In this research project, the interviewing technique focused on in-depth information assessment, or rather, in the quality of the response. This quality shall be achieved using unstructured interviewing techniques, as they are believed to provide greater breadth than group interviews and structured interviews (Fontana & Frey, 1994).

3.2.1.1. Lingerie Retailing Professionals

We selected participants according to their ability to respond questions based on strategy, tactics and operational efficiencies; customers/satisfaction; advantage/success factors;

competition; product/positioning and branding, the route to profit and prospects (Ashworth et al., 2006a, 2006b).

	References	Company 1	Company 2
Participant's Position	Ability to respond to questions based on multichannel retail management issues, including customer satisfaction factors (Ashworth et al., 2006a, 2006b)	CFO Since April 2017	Analyst / Responsible for Online Store Implementation Since October 2009
Retailer Profile	Year of foundation, Locations, Product lines, Store Type - Old Fashioned/Independent Stores, Low Price/Small Multibrand Chains, Big Middle/Department Stores, Specialized Stores (Miotto & Parente, 2015; Yojo et al., 2018)	Founded: 2009 Branches: 60+ stores in 15 Brazilian States Product Lines: Specialized in Female Loungewear (lingerie, pajamas, corselets) and accessories such as toiletry bags, garter belts, jewelry, lotion, sexy shop products) Store Type: Specialized Store	Founded: 2000 Branches: 13 stores in SP/East Zone (local family business) Product lines: Female/Male/Kids (underpants, bras, bra/underpants sets, beachwear, briefs, pajamas, and others) Store Type: Low Price/Multibrand Chain

Table 9: Lingerie retailing professionals' and retailers' profiles
Source: Elaborated by the Author (2019)

As suggested by (Eisenhardt, 1989) for case selection, lingerie retailing companies were chosen to provide examples of polar types. Lingerie physical stores in Brazil may vary according to Miotto & Parente (2015)'s retail typology (Yojo et al., 2018). These stores' main differentials lay on their atmospheric variables (Yojo et al., 2018). Turley & Milliman (2000) categorize these variables as external variables, internal variables, human variables, layout/design variables, and point of purchase/decoration variables. As these variables include most of Smith & Colgate (2007)'s customer value creation sources, which are information, interaction, product, environment, and ownership transfer, this study covered two multichannel companies with very different atmospheric variables.

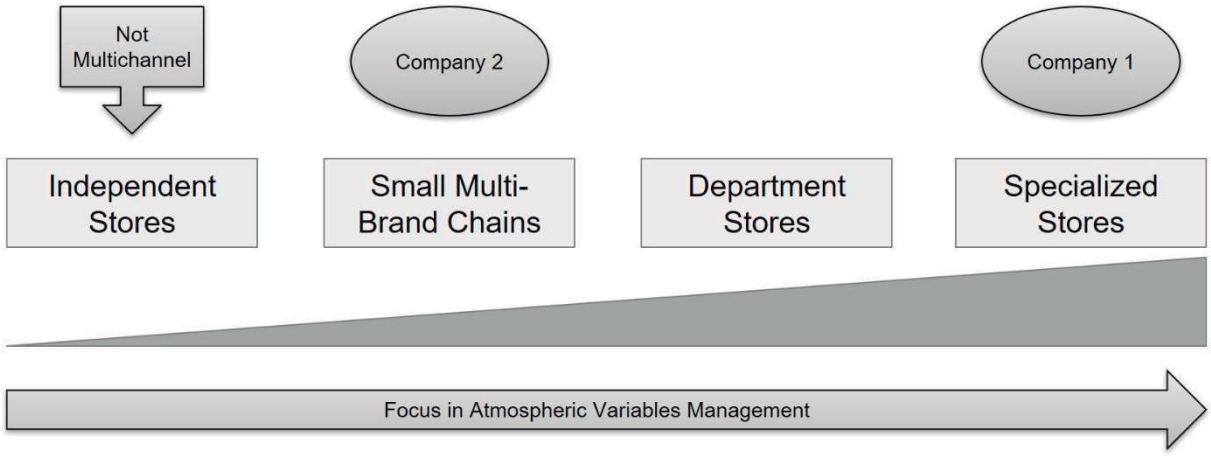


Figure 10: Interviewed companies and atmospheric variables
Source: Elaborated by the Author (2019) based on (Miotto & Parente, 2015; Yojo et al., 2018)

As old-fashioned stores comprised only physical stores with a unique branch, we selected a small multi-brand chain and one specialized store type retailers for this multichannel study. We approached both companies and some others of the same categories through e-mail and social media private messaging. We interviewed Company 1's CFO through telephone and Company 2's Analyst in person. Figure 11 presents the lingerie retailing professionals interview guide.

Figure 11: Lingerie professionals interview guide
Source: The Author (2019), based on (Ashworth et al., 2006a, 2006b)

Interviews' recordings added 127 minutes. These interviews happened from July to August 2018 in São Paulo.

3.2.1.2. Lingerie Consumers

Albeit focus groups are believed to allow greater spontaneity of discussion (Green, Tull, & Albaum, 1988; Hart & Dewsnap, 2001), this technique may entail a higher chance that informant reaction may suffer from peer influence and social interaction (DeLorne & Reid, 1999). Thus, the researcher believes that individual in-depth interviews may offer better assimilation of the data collected in the exploratory research phase and allow more profound understanding of more sensitive topics such as utility, hedonism, and reasons to purchase (Hume & Mills, 2013).

Hume & Mills (2013) and Law & Yip (2010) characterized female intimate apparel consumers as ages 24 and above with the ability and economical means to purchase freely. Nevertheless, this study considered respondents from age 18 and above, as, in Brazil, many people from this age are already employed or in internship programs. Thus, they have the means to purchase personal products freely even if they still receive financial aid from their parents for rent and other living costs. Furthermore, Bacha et al. (2010) also considered women from ages 18 above for their research on lingerie customer segmentation and even observed ages 18 through 24 constituted a segment with different characteristics from ages 25 and above.

Respondents included a mix of women from various social, economic, and educational backgrounds, as per authors in Table 10.

Customer Characteristics	References
Demographics: Social, economic, educational characteristics, employment status, occupation	(Bacha et al., 2010)
Relationship Status: Single, Married, Partnered, In different short-term relationships	(Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Tsarenko & Lo, 2017; Yip et al., 2011)
Biological Characteristics: Age, history of pregnancy/bariatric surgery/cosmetic surgery	(Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Tsarenko & Lo, 2017; Yip et al., 2011)
Body Image/Breast Satisfaction	(Bacha et al., 2010; Koff & Benavage, 1998; Law & Yip, 2010)
Size Perception/Standard Size/Non-standard size (petit = breasts are smaller than standard size, large = breasts are bigger than standard size), Plus-size/non-Plus-size	(Ashizawa et al., 1990; Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Koff & Benavage, 1998; Tsarenko & Lo, 2017)
Cultural Background (perceptions on family values, religion, lifestyle, country/ancestor's culture)	(Law & Yip, 2010)

Table 10: Relevant lingerie customer characteristics
Source: The Authors (2019)

All interviews were in person in the city of São Paulo. Interviewees selection was by convenience according to characteristics deemed relevant in Table 10. Participants totaled 22 women divided into four age groups, described in Table 11.

Age Range Code	Age Range (Years Old)
F1	18-24
F2	25-38
F3	39-51
F4	52+

Table 11: Participant's age range
Source: Age groups based on Bacha et al. (2010)

Each respondent was then given an individual code according to their age group (Table 12). The age group F2 (25-38 years old) include most of the interviewees. This distribution may be due to the researcher's age and the convenience sampling method. It is also, however, the age where most other variables appear, such as non-standard sizing, surgeries, pregnancies, and others, as seen in Table 13.

	F1: 18 - 24	F2: 25 - 38	F3: 39 - 51	F4: 52 +
1	F1-1	F2-1	F3-1	F4-1
2	F1-2	F2-2		F4-2
3	F1-3	F2-3		F4-3
4		F2-4		F4-4
5		F2-5		F4-5
6		F2-6		
7		F2-7		
8		F2-8		
9		F2-9		
10		F2-10		
11		F2-11		
12		F2-12		
13		F2-13		

Table 12: Respondents by age group
Source: The Authors (2019)

Code	Occupation	Religion	Relationship Status	Complete Upper Education	Children	Surgery
F1-1	Undergrad. Student, Business Intern	No	Single	No	No	No
F1-2	Ph.D. Candidate	No	Single	Yes	No	No
F1-3	Corporate Trainee	No	Dating	Yes	No	No
F2-1	Project Manager	Catholic	Engaged	Yes	No	No
F2-2	MSc. Candidate	No	Dating	Yes	No	No
F2-3	Receptionist	No	Single	No	No	No
F2-4	Engineer	Jewish	Single	Yes	No	No
F2-5	Tax Analyst	Catholic	Single	Yes	No	Breast Augmentation
F2-6	Back-Office Analyst	No	Married	Yes	Pregnant	No
F2-7	Senior Buyer	No	Married	Yes	No	Stomach Reduction
F2-8	Civil Servant (Lawyer)	Catholic	Dating	Yes	No	No
F2-9	Business Professor	No	Single	Yes	No	Breast Reduction
F2-10	Team Lead New Accounts Manager	Christian	Married	Yes	No	No
F2-11	Strategy and Insights Manager	No	Dating	Yes	No	No
F2-12	Cultural Producer Entrepreneur	No	Single	Yes	No	No
F2-13	M.sc. Candidate	Spiritism	Engaged	Yes	Yes, 1 F	No
F3-1	Sales Support Specialist	No	Married	Yes	Yes, 2 F/M	No
F4-1	Pcb Designer	No	Divorced	Yes	Yes, 1 F	No
F4-2	Cultural Producer Assistant	No	Married	No	Yes, 2 F/M	No
F4-3	Housewife	Catholic	Married	Yes	Yes, 2 F/M	No
F4-4	Ph.d. Candidate	No	Married	Yes	Yes, 2 F/M	No
F4-5	Hair Stylist	No	Separated	No	Yes, 2 M	No

Table 13: Consumer Participants Profile
Source: The Author (2019)

As a way of introducing the topic and as an ice breaker, interviewees were asked to show the interviewer images of how they saw themselves, what lingerie means to them, the roles of the product in their lives and reasons or occasions that trigger lingerie purchasing.

The interview continued with open-ended questions inspired by Dewsnap & Hart (2004)'s structure on the category management framework. This structure comprehends requesting information on the pre-purchase environment, the consumer purchase process, and the in-store purchase environment.

Given the sensitive and personal nature of the lingerie sector, some respondents may be reluctant to review their actual attitudes and behavior towards their behavior in intimate apparel purchasing (Hart & Dewsnap, 2001). Thus, visual stimuli were used as elicitation techniques, as those are considered adequate for revealing underlying motivations and feelings.

So, in addition to Dewsnap & Hart (2004)'s groundwork, interview sections included the use of photographs and pictures as stimuli for conversation, as the use of projection techniques with visual material helps informants to identify and communicate the thoughts, feelings, and connections of their mental models (Christensen & Olson, 2002). We selected these pictures based on lingerie types, and occasions of purchase pointed out by the authors of the literature review section of this study. The pictures were looked up online and are available in the Appendix section of this document.

Projection techniques with the use of images was also used in intimate apparel studies to explore the customer decision-making process, personal feelings and perceptions of store environments (Law & Yip, 2010); customer affective response towards visual merchandising (Law et al., 2012) and customer perceptions, attitude, feelings and needs (Hume & Mills, 2013).

Finally, the researcher asked the participant to share other thoughts that may not have been covered in the interview and offered them small gifts as a token of appreciation for their time. Gifts included tiny hand creams and body wash bottles. We present the overall interview guide structure in Figure 12.

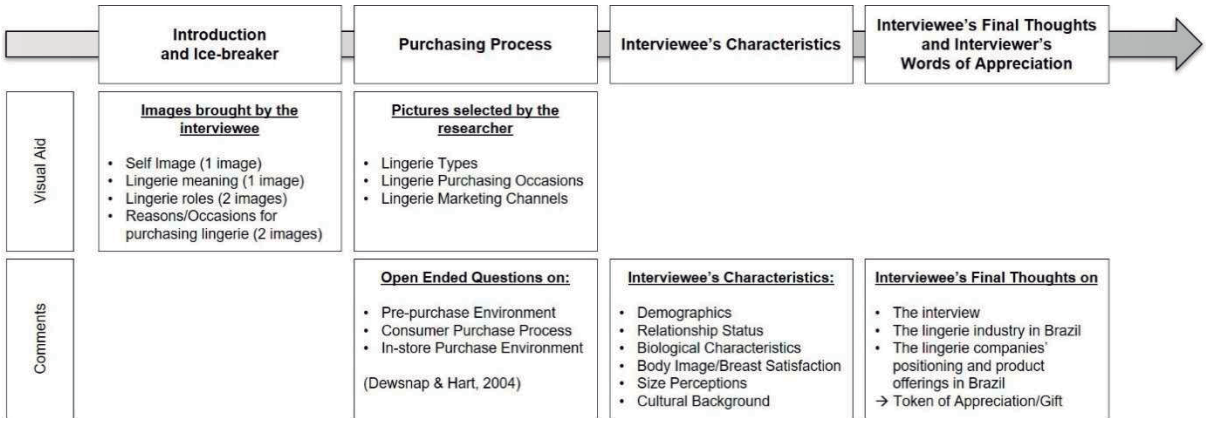


Figure 12: Consumer interview guide
Source: The Author (2019), based on (Ashizawa et al., 1990; Bacha et al., 2010; Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Koff & Benavage, 1998; Law & Yip, 2010; Tsarenko & Lo, 2017; Yip et al., 2011).

Interviews took place in person and continued until no relevant new findings came from this process, or until achieving theoretical saturation (Eisenhardt, 1989). We recorded all the interviews, and they totaled 1,403 minutes. Evidence collection happened from August to September 2018.

3.2.2. Secondary Data Collection

Godoy (1995) regards secondary data collection as a method to analyze promotional material and other sources of available information to complement the researcher's knowledge for the further understanding of the freshly collected data and information.

Secondary Data Source	Company 1	Company 2
Reclame Aqui Website	Registered since: 2011 Score: 8.1/10 Responds to Complaints: 100% Customers would repeat business: 70% + Problem solved: 80% + Customer Score: 6.8/10 MAIN PROBLEMS: product delayed/not delivered, bad product quality	Registered since 2018 Scores: not available (not enough complaints) 1 complain: Bad product quality 1 complain: Not enough variety, high prices
Facebook	Likes: 239.000 + Score: Not Available Recommendations: Not Available	Likes: 9.790 + Score: 4.8/5 (73 opinions) Recommendations: 85 people
Instagram	Posts: 4.000 + Followers: 330.000 +	Posts: 232 Followers: 3.800 +

Table 14: Customer satisfaction secondary data
Source: ReclameAqui, Facebook, Instagram. Collected in July 7th, 2019

This study contemplates multichannel companies with both online and offline presence. Both professionals from lingerie retailers offered insights on their online presence and consumer satisfaction numbers in social media. Thus, it seemed natural to check that information and add it to this study. As to maintain the anonymity of the respondents, no exact numbers were collected, only offering an approximated data. We also collected secondary data from other lingerie retailing websites and social media profile.

3.3. Data Analysis Strategy

This section describes the analysis methods of this thesis. It also includes the challenges of analyzing Portuguese qualitative information and producing a report in English.

3.3.1. The Challenges of the English Language and the Use of Qualitative Software

English is the official language of most prestigious journals around the world. Thus, we deemed relevant to try writing this thesis in English. However, we do not believe a translated version of the interviews captures in its essence all the subtle nuances of the consumer's views on such an intimate subject as lingerie. Therefore, we considered the automatic outputs based on word counting and other numeric attributes of qualitative software not relevant or accurate for publishing.

Thus, we manually transcribed all interviews from their digital recordings in Portuguese, and only then we wrote the analysis in English. As qualitative software such as NVivo and Iramuteq require the input of the totality of the interview transcription, it was not possible to use them for this analysis. This study does not possess a Portuguese version.

3.3.2. The Analysis Method

According to Vaismoradi, Turunen, & Bondas (2013), thematic analysis is often used interchangeably with content analysis. Researchers usually employ one of them to assess large amounts of qualitative information when aiming a lower level of interpretation than in grounded theory or hermeneutic phenomenology.

Nonetheless, it is pivotal to convey the main similarities and differences between these two approaches: They are both based on analyzing data to find patterns and themes(Vaismoradi et al., 2013), but thematic analysis is a method for minimally organizing and describing these patterns into rich data sets (Braun & Clarke, 2006). Whereas content analysis offers the opportunity for (1) quantification of these data sets (Bardin, 2011; Vaismoradi et al., 2013) and (2) for the emerging of new contents during the analysis process. Krippendorff (2004) believes

that one should not ignore the contribution of the analyst for the sake of only identifying and organizing information contained within raw data.

Sandelowski & Barroso (2003) classify qualitative findings according to the degree of transformation from data to findings. In their continuum that ranges from raw data (no findings) to the farthest point from data (interpretive explanation). The thematic survey is placed midway and is associated with exploratory research as it reflects an attempt to "move away from merely listing topics (or subjects brought up by participants) towards describing themes (or the patterned responses researchers discerned from the topic raised" (Sandelowski & Barroso, 2003 p. 912).

The thematic analysis focuses on capturing emerging topics and organizing raw data into useful information rather than applying high levels of theoretical and technological knowledge (Braun & Clarke, 2006). Thus, it is considered a more accessible method of analysis, particularly for exploratory qualitative research on topics of which still little is known (Vaismoradi et al., 2013), as is the case of value creation in intimate apparel omnichannel retailing, and for those in the early stages of scrutinizing the qualitative researcher career (Braun & Clarke, 2006). Thus, this research analysis applied Braun & Clarke (2006)'s guide (Table 15) for thematic analysis application.

Phase	Description of the Process
1. Familiarizing with data	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas
2. Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code
3. Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme
4. Reviewing themes	Checking if the themes work with the coded extracts (level 1) and the entire data set (level 2), generating a thematic 'map" of the analysis
5. Defining and naming themes	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report	The final opportunity for analysis of selected extracts, relating back to the analysis to the research question and literature, producing a scholarly report of the analysis

Table 15: Phases of a thematic analysis
Source: (Braun & Clarke, 2006)

3.3.2. Thematic Analysis: Familiarizing with data

We manually transcribed all interview recordings, as Bardin (2011) recommended. This handwork allowed the researcher to perform fluctuation analysis (Bardin, 2011) and to make preliminary reflections on the interview contents.

Initial readings of the interviews permitted the organization of data in a concept map form, featuring data sources and information groups (Figure 13).

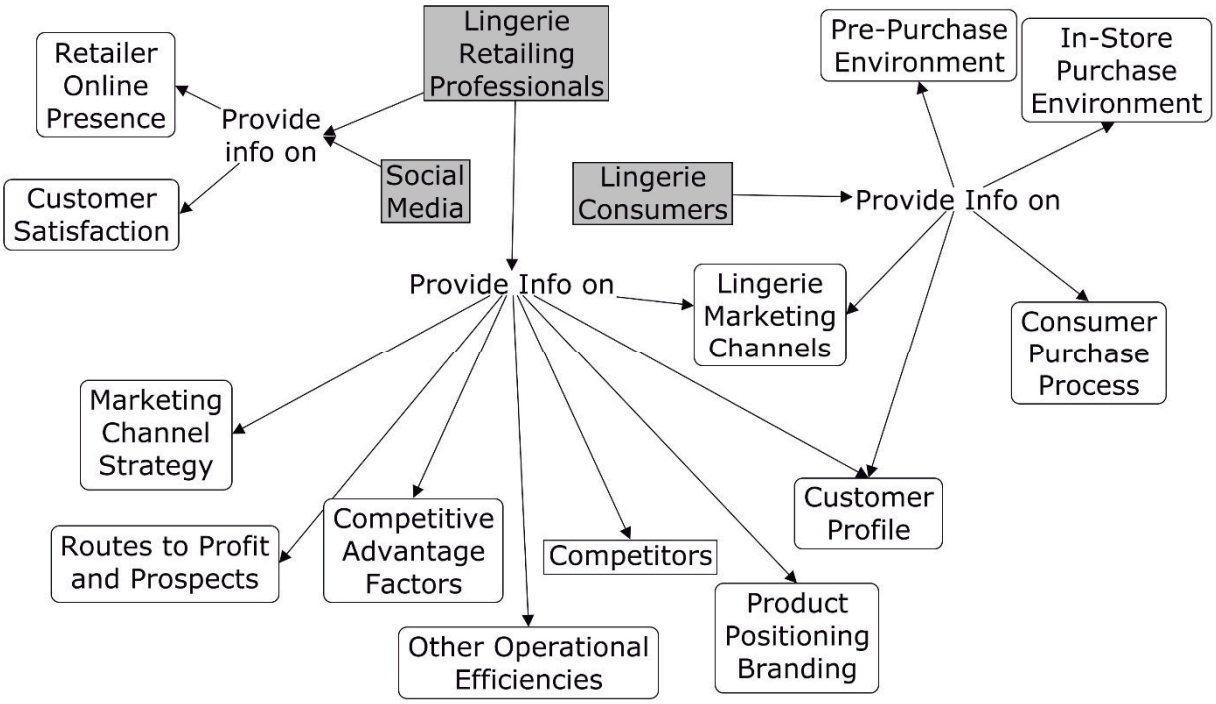


Figure 13: Concept map of preliminary information group
Source: The Author (2019)

The concept map assists in identifying which information groups required data from each type of data source. Visual representation allows the simultaneous representation of a large amount of information (Langley, 1999). Thus, this data organization method contributed to generate the initial coding.

3.3.2. Thematic Analysis: Initial Coding

The initial coding of this study featured each of the information groups, or categories, in one excel table for each information source, as illustrated by Figure 14.

Lingerie Retailing Professionals	Company 1	Company 2
Retailer Online Presence		
Customer Satisfaction		
Marketing Channel Strategy		
Future Prospects		
Competitive Advantage Factors		
Other Operational Efficiencies		
Competitors		
Product Positioning and Branding		
Lingerie Marketing Channels		
Customer Profile		

Lingerie Consumers	F1-1	F1-2	(...)	F4-5
Pre-Purchase Environment				
In-Store Purchase Environment				
Consumer Purchase Process				
Lingerie Marketing Channels				
Customer Profile				

Social Media	Instagram	Reclame Aqui	Facebook
Retailer Online Presence			
Customer Satisfaction			

Figure 14: Initial coding excel template
Source: The Author (2019)

We filled these tables based on Table 16 references from this study's literature review section.

Data Groups / Categories of Analysis	References
Retailer Online Presence	Customer-company touchpoint (Smith & Colgate, 2007); Pre-purchase environment element (Dewsnap & Hart, 2004); Purely Informational or Profit generating (Ashworth et al., 2006a, 2006b)
Customer Satisfaction	Online customer satisfaction encourages viral marketing to boost revenues (Ashworth et al., 2006a)
Marketing Channel Strategy	Physical Stores (Miotto & Parente, 2015; Yojo et al., 2018); Pure Online Players (Ashworth et al., 2006a, 2006b); Multichannel; Omnichannel (Ailawadi & Farris, 2017); BOPS (Gao & Su, 2017b, 2017a; Kim et al., 2017); PSOS (Bell et al., 2017; Gao & Su, 2017b); BORS (Herhausen et al., 2015)
Routes to Profit and Prospects	(Ashworth et al., 2006a)
Competitive Advantage Factors	
Other Operational Efficiencies	
Competitors	
Product Positioning and Branding	
Customer Profile	(Ashizawa et al., 1990; Bacha et al., 2010; Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Koff & Benavage, 1998; Law & Yip, 2010; Tsarenko & Lo, 2017; Yip et al., 2011)
Pre-purchase Environment	
In-store purchase Environment	
Consumer Purchase Process	

Table 16: Information categories and references
Source: The Author (2019)

Tables with individual information of Lingerie consumers shall not be disclosed to protect the participants' privacy. Instead, it will feature compilated information by groups of interest according to each research question. Data collected on social Media and Lingerie Retailing Professionals will appear in the following sections.

3.3.2. Thematic Analysis: Searching for themes

The objective of this study is to **find sources of customer value creation across various marketing channels according to industry and customer characteristics in an omnichannel environment**. The accomplishment of this objective relays on four research questions:

- RQ1: Which industry characteristics affect customer value creation?
- RQ2: Which customer characteristics influence customer value creation?
- RQ3: How do marketing channels impact customer value creation?
- RQ4: How do customers choose retailer brand and marketing channels in an omnichannel environment?

The first categories of analysis compiled too much data that could answer more than one of these questions. Thus, we organized all the information needed to answer each research question and created a new categorization, having each research question as a theme.

RQ's	**Information Categories:** Subcategories
RQ1	**The Lingerie Category:** Apparel Products x Lingerie; Lingerie Definitions; Lingerie Groupings; **Lingerie Category Management:** Challenges of this market; Lingerie Taboo; Other Apparel x Lingerie; Male Shoppers; Shopper Segmentation
RQ2	**Body Image/Breast Satisfaction**; Pregnancy/Post-partum, Obesity/Large Breasts; Customer Life Cycle, Cosmetic Surgery, Other Medical Interventions, Size Perceptions, **Role of Lingerie;** Religion/Lifestyle Effects; Society's Effect on Lingerie Meanings; Self-Expression; Self-Indulgence; Fashion Item; Just Clothing; **Other:** Lingerie Purchasing Frequency; **Environmental Changes:** Diversity; Special Sizing; Non-Standard Breasts; Plus-Size; LGBTQ+
RQ3	**Lingerie Marketing Channels:** Catalogue Sales; Omnichannel PSOS; Omnichannel BORS; Online Pure Players; Multichannel Players; Multichannel Players; Omnichannel BOPS, Independent Stores, Professional Chains, Small Chains; **Marketing Channel Strategies:** Competitors; Other Tactic and Operational Efficiencies, Routes to Profit and Prospects; Customer Value Impact on Value for the Company;
RQ4	**Purchase Process Phase:** The Pre-Purchase Environment; The Consumer Purchase Process; The In-Store Purchase Environment; **Customer Value Sources:** Ownership Transfer; Consumption Environment; Interactions; Products; Information; **Reasons to Purchase:** Hedonic Reasons; Utilitarian Reasons; **Online Shopping Process:** Barriers to Online Shopping; Drivers to Online Shopping

Table 17: Information categories by research question
Source: The Author (2019)

Thus, we reorganized research data into these new categories and subcategories. Then, we investigated how they were related to each other and how they would answer the research questions, as observed in Figure 15 to Figure 18.

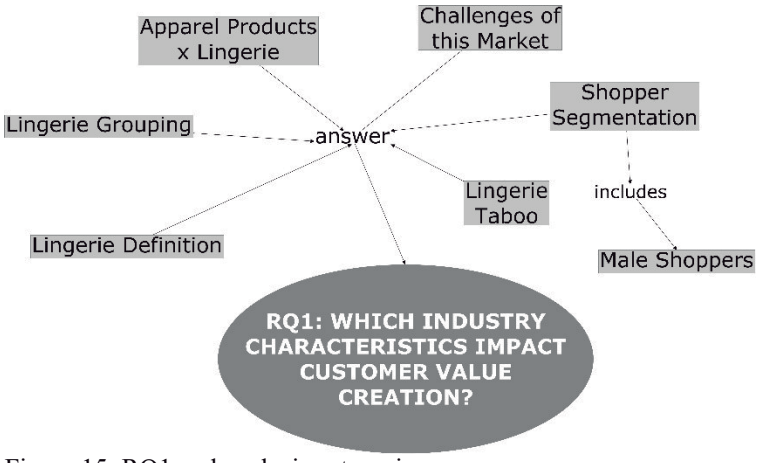


Figure 15: RQ1 and analysis categories
Source: The Author (2019)

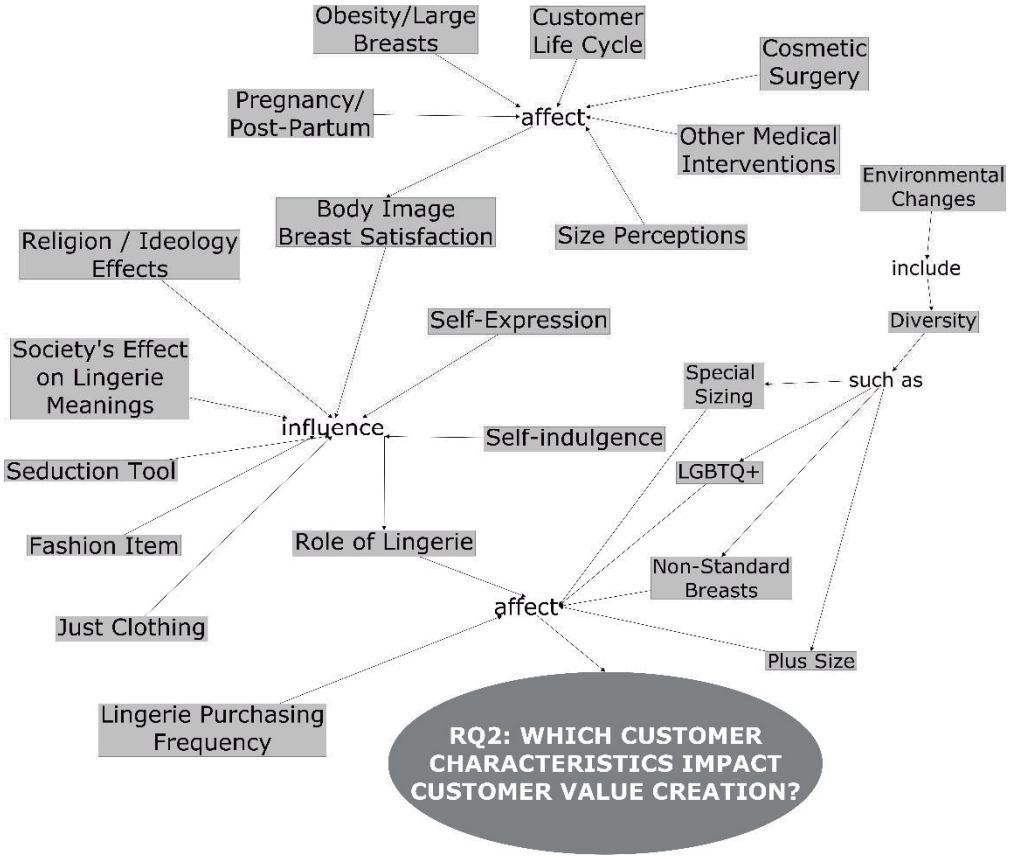


Figure 16: RQ2 and analysis categories
Source: The Author (2019)

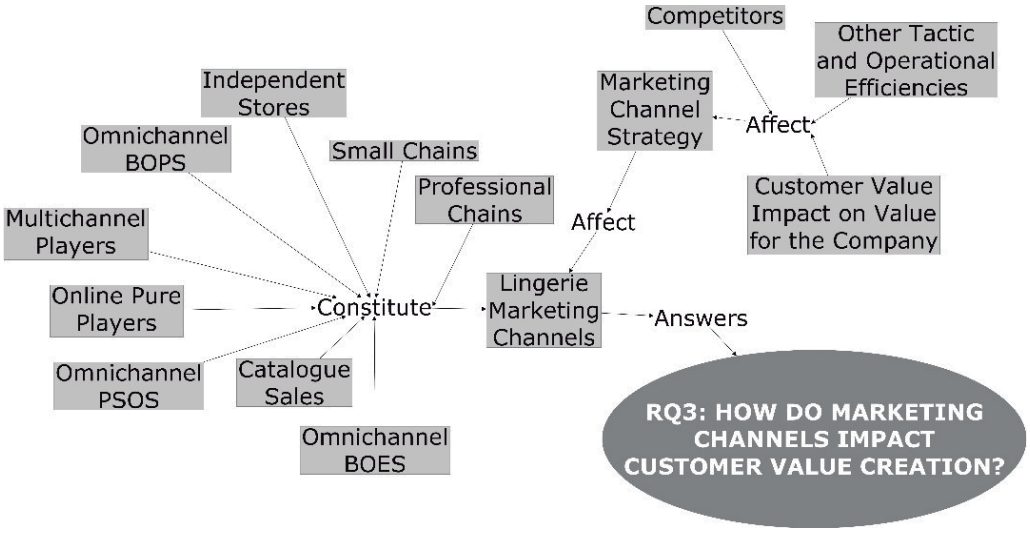


Figure 17: RQ3 and analysis categories
Source: The Author (2019)

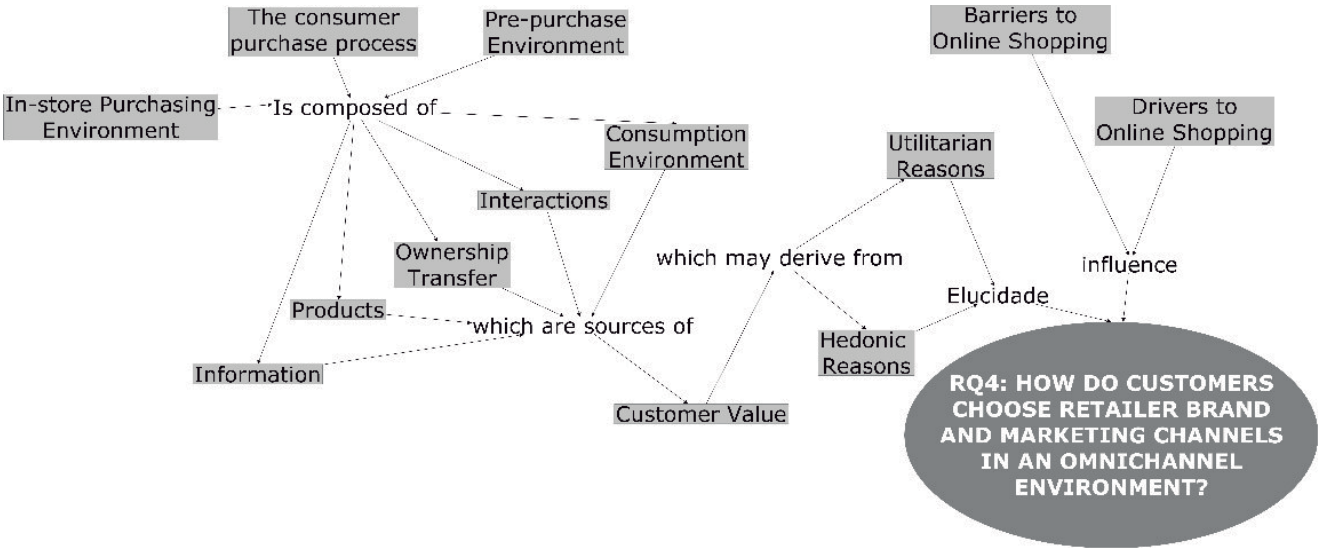


Figure 18: RQ4 and analysis categories
Source: The Author (2019)

Due to this new categorization, we created a new Excel table featuring all subcategories and each respondent's answer. This file will also not be disclosed to preserve the participants' right to privacy.

3.3.2. Thematic Analysis: Reviewing, Defining and Naming Themes

The objective of this study is to identify sources of customer value creation across various marketing channels. Achieving this objective requires: (1) Understanding the uniqueness of this sector; (2) Investigating the lingerie customer in Brazil; (3) Schematizing the

lingerie retailing industry structure in Brazil; and (4) Observing factors that influence lingerie channel choice in Brazil.

Meeting these requirements implicates combining the partial outputs of each research question.

As each research question generated different categories of knowledge, we named the themes of this analysis according to their contribution to the main objective, as observed in Table 18.

RQ	Analysis Output	Theme
RQ1	Lingerie Product Definition Lingerie Product Categorization	The Lingerie Products
RQ2, RQ3, RQ4	Lingerie Customer Characteristics Existing Lingerie Marketing Channels in Brazil The Lingerie Customer Channel Choice	The Lingerie Marketing Channels

Table 18: Theme names
Source: The Author (2019)

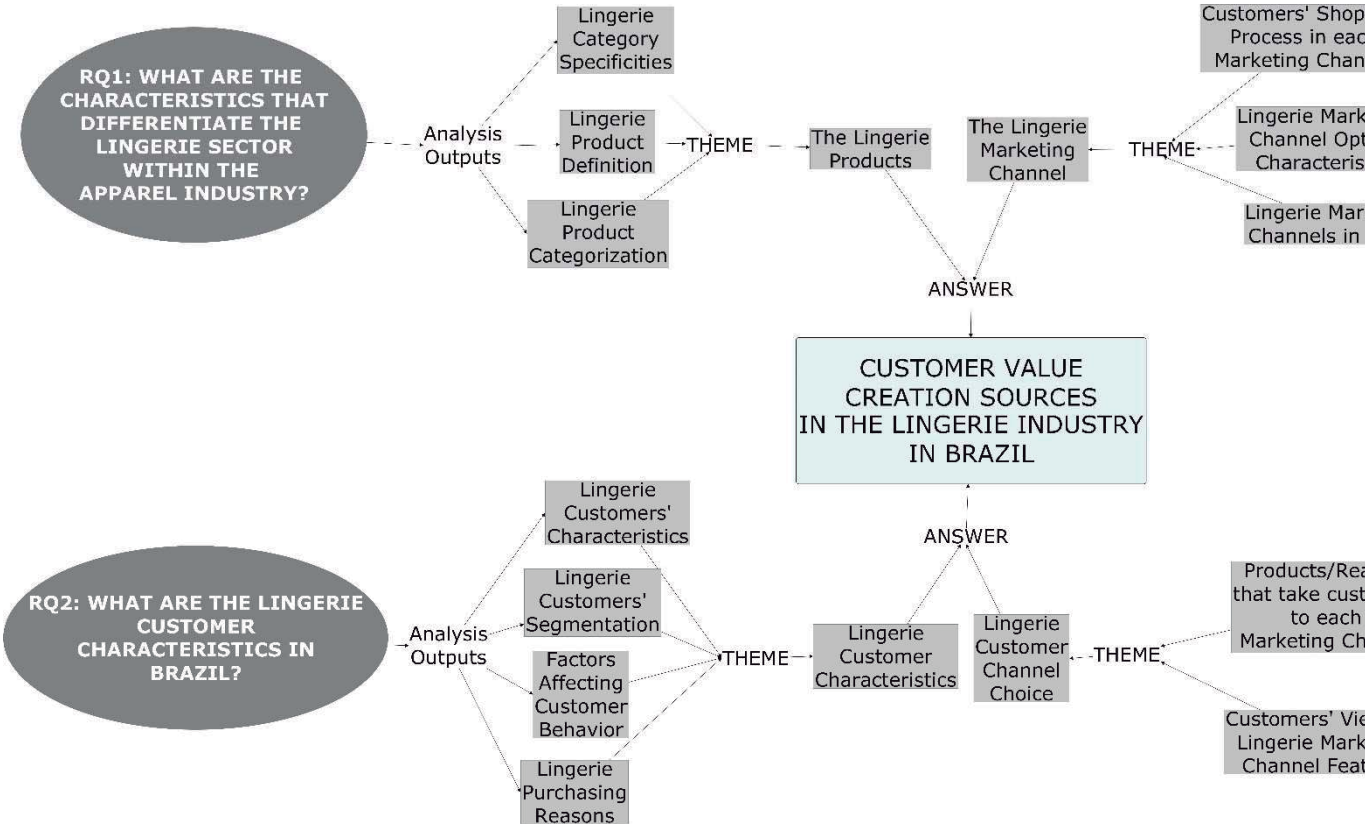


Figure 19: Theme names and RQs adapted to the lingerie context
Source: The Author (2019)

3.3.2. Thematic Analysis: Producing the Report

Producing an academic report in English has been a great challenge for this master's candidate. Even native speakers and professional software may have different opinions on how to write academic articles in English. While some authors advocate for the removal of the preposition "that" (Marlow, 2014), the widely used software "Grammarly" repeatedly adds them to phrases.

Likewise, even the same author may change their mind on some topics. Marlow (2014) and Marlow (2016) strongly disagree on the passive voice use in academic articles. Whereas Marlow (2014) approves of the use of this structure, Marlow (2016) advises not to rely on them and encourage people to avoid it as much as possible. As the latter is also the recommendation of the Grammarly software, we have decided on the use of the term "we" to diminish the use of the passive voice structure.

Marlow (2016) also recommends outlining significant points of the research to facilitate writing conclusions. Thus, we used the Cmaptools software to aid the construction of concept maps to apply visual mapping techniques of analysis in this project (Langley, 1999).

4. FINDINGS

This section presents this thesis's main findings based on empirical evidence and reviewed literature. We organized results based on the two themes that summarize the four research questions: (1) the Lingerie Product and (2) the Lingerie Marketing Channels.

4.1. The Lingerie Product

The uses and meanings of lingerie products evolved throughout the years (Bacha et al., 2010; Gellacic, 2013; Greggianin, 2016; Ticianel, 2007). Literature shows that lingerie consumer characteristics may vary according to lifestyle, demographics, attitude, and involvement levels (Bacha et al., 2010; Richards & Sturman, 1977; Tsarenko & Lo, 2017). Other authors pointed out the relevance of cultural background in lingerie consumer behavior in-store (Law et al., 2012).

Thus, we have organized participants characteristics into various categories of analysis to understand which of those characteristics impacted lingerie product definition and categorization.

4.1.1. Lingerie Product Definition

From a customer point of view, lingerie definition varied mostly according to women's relationship with the product, which becomes apparent through the "Lingerie Roles" category analysis. Thus, for this category of analysis, we segmented lingerie consumers according to Table 19.

Segment	Findings
Self-oriented	Lingerie Primary Role: Self-Indulgence (Hedonic Value)
	Characteristics: These consumers derive pleasure in buying and wearing lingerie. They invest time and other resources in looking for products they enjoy, and that fits their life as much as possible. Even if they are not sure of their sizes, or of the fabrics they prefer, they will look for them and find something appealing. Specific needs, such as medical reasons may trigger the purchase of products they do not particularly enjoy. If so, they will mix them up or exchange them for ones they like as soon as possible. If they cannot, they will make their best effort to cover them up with outerwear and will not be comfortable showing them even to close people.
	Interview Quotes: "Unlike outerwear, lingerie is not subject to each situation's dress code. It is something people wear to feel comfortable or happy regardless of what others may think" (F1-1) "You have a connection with this category because it is intimate, it is the last layer between the world and you" (F1-2) "It is more than just clothes. It is fun. It is a fashion product. Even if it is under my clothes, I feel happy about being dressed nicely inside and out." (F2-1) "I dress nicely underneath to feel good about myself even if nobody will see it" (F2-3) "I need to feel sexy for myself" (F2-5) "I like having beautiful lingerie on no matter the situation" (F4-5)
Situation-oriented	Lingerie Primary Role: Adapting to the situation (Utilitarian Value)
	These consumers do not derive pleasure from the lingerie product itself. They use it according to each situation. Thus, they look for specific features for each occasion, seeing it as mainly a utilitarian product. They may find sexy lingerie beautiful, but they think about it as an accessory to the occasion, they do not worry about aesthetics for themselves. They do not invest too much effort in lingerie shopping. They look for specific features according to their utilitarian needs and their financial situation. If they know what they need they will make the purchase as quickly as possible and will not care for salespeople interaction.
	Interview Quotes: "At work, it should be inconspicuous and comfortable. For intimate encounters, they should be prettier, and I don't feel comfortable in them. I feel self-conscious and shy. It is frustrating if you wear them, and the romantic encounter does not lead to intimacy. It is like I've suffered through it for nothing" (F2-6) "I only care about lingerie if it is for a romantic occasion. Otherwise, it is 'just clothes'" (F2-13) "It is just a piece of clothing like anything else. It has to be decent in case someone sees it (e.g., an accident or a doctor's appointment), but I don't buy it for pleasure, just when I need it" (F4-1) "Comfortable underwear are ordinary pieces of clothing. If it is for a romantic encounter, it is different. It has to be beautiful for your partner" (F4-3) "When I wear lingerie, it is never for myself. It is only for me when it is comfortable underwear and underpants for daily use. When I wear lingerie, it is always for the guy I'm going to meet." (F2-13)

Table 19: Lingerie consumer orientation
Source: Research data (2019)

Consumers who considered indulging themselves as lingerie's primary roles regardless of being in social situations such as a romantic encounter, a doctor's appointment, or a locker room environment, deemed this product as a different category from outer apparel. These participants enjoy buying lingerie. They buy them to fulfill their hedonic needs as they believe this category does not need to follow a dress code when worn underneath clothes. They believe that if they are happy with those, it is good, and they will not only use beautiful items for social occasions. They may use them whenever they wish to feel good about themselves.

This group also believes in using lingerie as "outerwear". As this category evolved as fashion items, society has been more open to seeing this last layer before nudity as outer apparel as well. Showing them as part of outer attire may even be a statement of women empowerment in contrast to ancient views on lingerie as a female oppression symbol.

On the other hand, consumers who saw very different roles in lingerie for social situations and daily lives held the category as “just like any other clothes”. They reasoned different categories of lingerie, just like outer apparel, had very different uses. They did not particularly enjoy buying them or feel good about having “something pretty” underneath. They valued comfort and discretion in private daily activities. Intimate encounters are only another lingerie utility and products for this use should follow specific standards to fit society’s view on sensuality. So, despite agreeing they are beautiful, they derive no pleasure in wearing them if not for interacting with others.

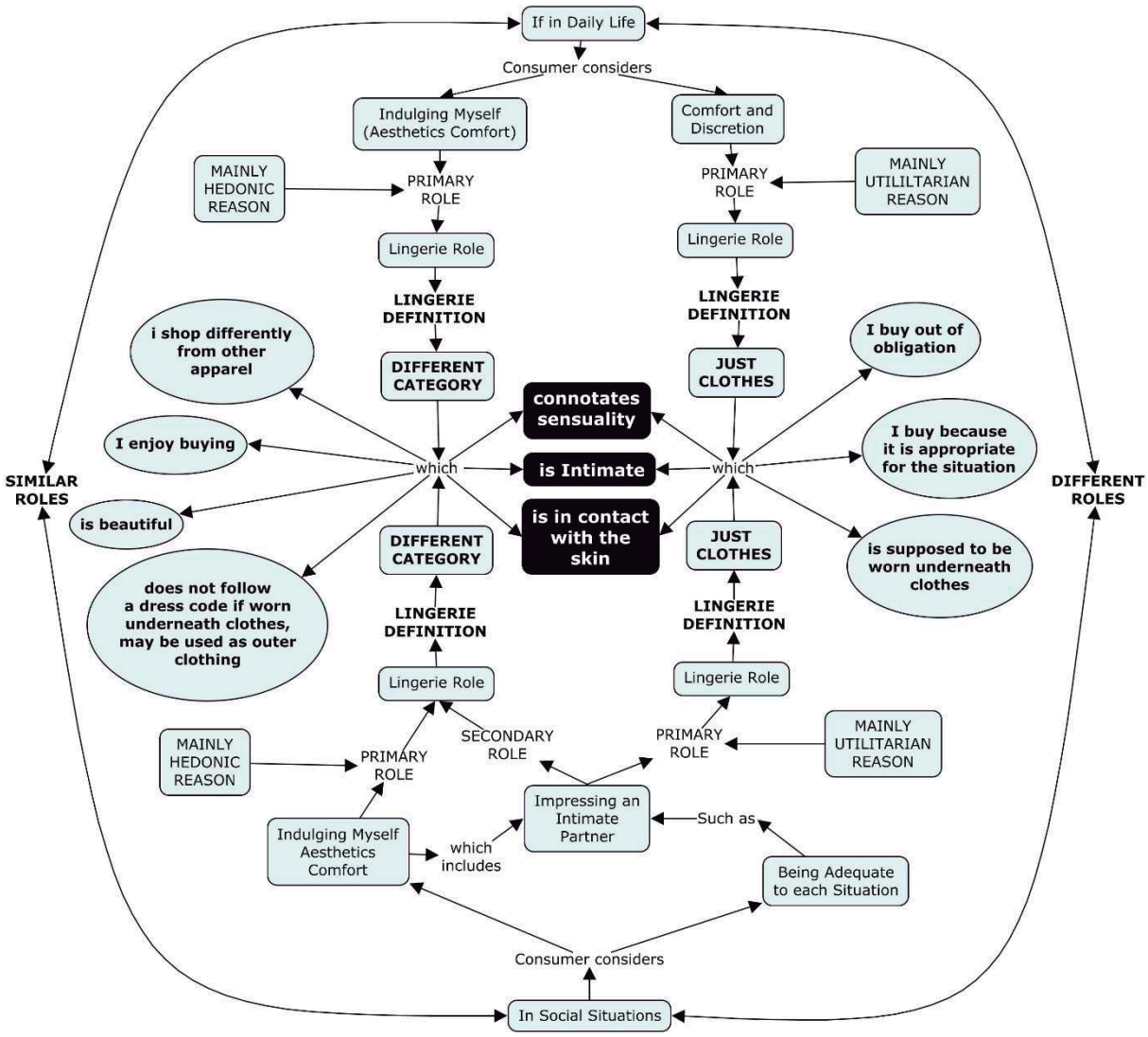


Figure 20: Lingerie meaning and definition
Source: Research data (2019)

The intersection of these two groups of customers had three main characteristics that can define this category in general. Thus, according to research data, the term “lingerie”

connotates sensuality, it is intimate, and in direct contact with the skin. Both groups considered that intimate apparel that does not connotate sensuality should receive another naming, such as "normal bra and panties" or "underwear".

4.1.2. Lingerie Product Categorization

Albeit their differences in lingerie definition, both customer groups categorized this product in similar ways. The primary contrast being on the relativistic importance of either aesthetics or functionality. Figure 21 shows lingerie categorization according to participants.

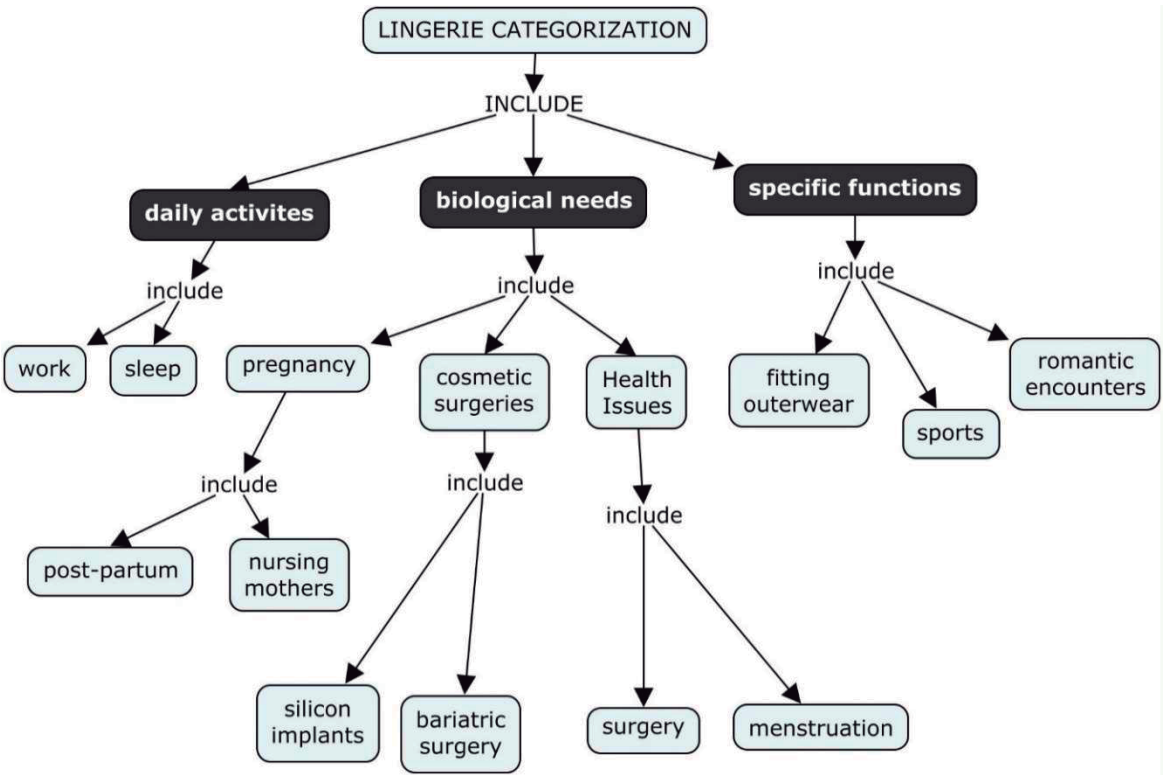


Figure 21: Lingerie categorization
Source: Research data (2019)

Figure 22 presents each subcategory according to the importance of functionality and aesthetics for most interviewees. Regardless of considering the lingerie category as "just clothes" or a "special category", participants agreed biological needs require functionality over aesthetics while in social occasions such as "romantic encounters" aesthetics prevail.

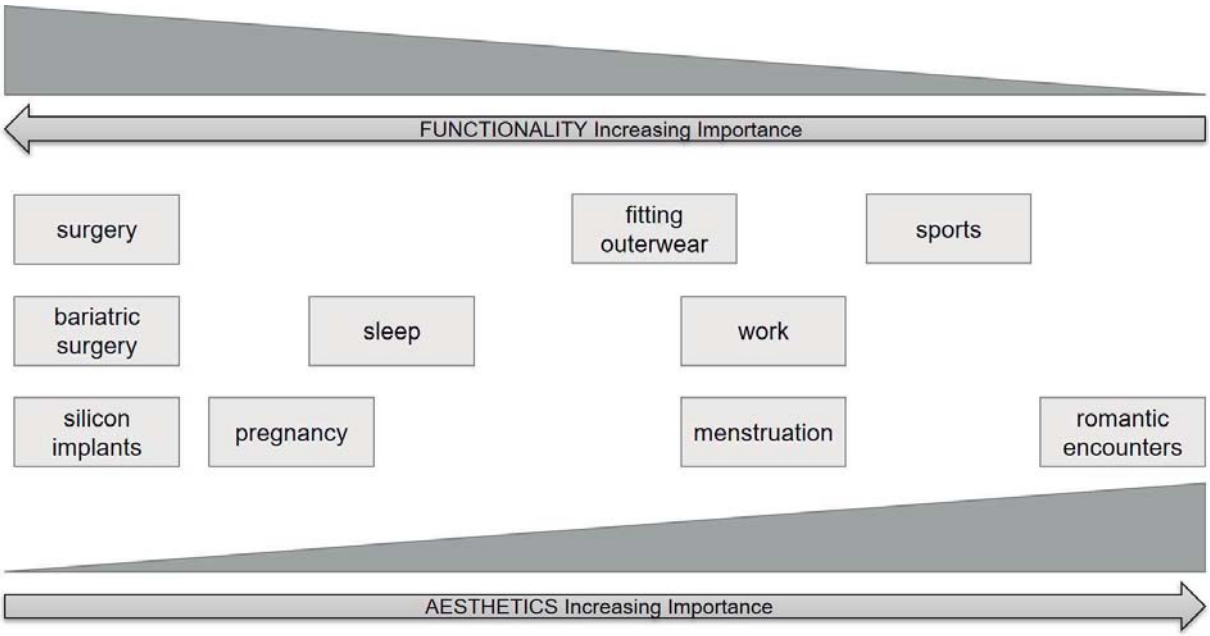


Figure 22: Functionality and aesthetics relativistic importance by lingerie category
Source: The Author (2019)

Nevertheless, the relativistic importance of functionality and aesthetics varied between the two customer groups. While self-focused consumers considered necessary to feel almost equally beautiful even in functionality-required situations, situation-focused consumers had a more definite distinction and did not care about aesthetics for health-related needs.

Lingerie products related to biological needs such as pregnancy and surgeries varied according to the participant's history as well. Self-oriented women who had never been pregnant deemed beauty as important as functionality for pregnancy-related lingerie. On the other hand, most women who had gone through this process did not consider pregnancy sexy. So even if they now found self-indulgence in aesthetics, they did not consider it more important than functionality and comfort during that phase unless it was for a particular social situation, such as a professional photo shooting.

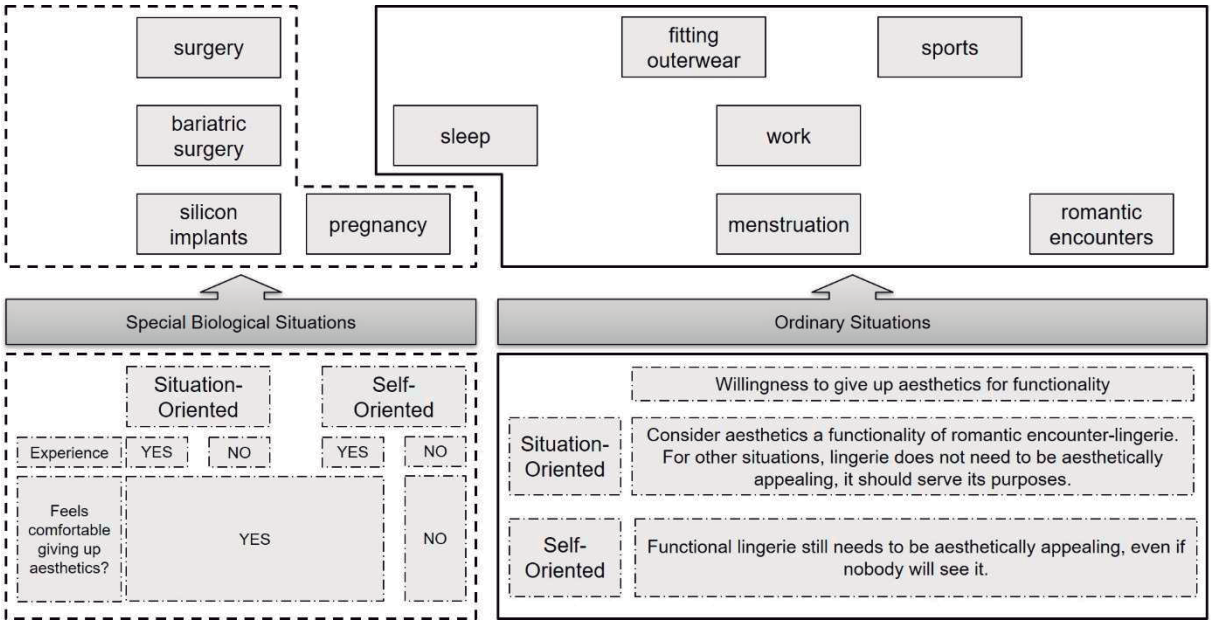


Figure 23: Functionality and aesthetics relativistic importance by customer segment
Source: Research Data (2019)

Interviewees that underwent down-sizing cosmetic surgeries such as breast-reduction or stomach-reduction changed their views after the procedure, which may indicate body image affects customer behavior in the lingerie industry (Yip et al., 2011). Before surgery, they considered shopping for lingerie or any category of clothing exhausting due to the difficulties of finding their size among beautiful items (Koff & Benavage, 1998; Tsarenko & Lo, 2017). Thus, they were situation-driven. They would only go shopping when needed. They would also feel limited to stores that did special sizes.

Nonetheless, after surgery, they would even face discomfort for beauty or for the pleasurable experience of buying aesthetically-appealing lingerie in their new size, regardless of being in a social situation or not. Participant F2-9 admitted to shopping for new beautiful lingerie even before she could stop using the surgical one. She would even face the pain in the dressing rooms to have the shopping experience. Then again, these participants admitted right after surgery underwear should meet functional requirements rather than aesthetics.

	Self-Oriented	Situation-Oriented
Surgery/Pregnancy (YES)	F2-5 (Breast Augmentation) F2-7 (After Bariatric Surgery) F2-9 (After Breast Reduction) F4-4 (2 Pregnancies and Post-Partum) F4-5 (2 Pregnancies and Post-Partum)	F2-6 (Pregnant) F2-7 (Before Bariatric Surgery) F2-9 (Before Breast Reduction) F2-13 (Pregnancy and Pos-Partum) F3-1 (2 Pregnancies and Post-Partum) F4-1 (1 Pregnancy and Post-Partum) F4-2 (2 Pregnancies and Post-Partum) F4-3 (2 Pregnancies and Post-Partum)
Surgery/Pregnancy (NO)	F1-1 F1-2 F2-1 F2-2 F2-3 F2-4 F2-8 F2-10 F2-11 F2-12	F1-3

Table 20: Customer orientation and surgical background

Source: Research data (2019)

Meanwhile, self-oriented participants who never had surgery abominated the view of surgical beige lingerie. They imagined they would not use it even if they needed it. Situation-oriented participants were more receptive to those pictures and imagined that they would use it without complaining if necessary. The participant who had breast augmentation claimed to appreciate aesthetically appealing lingerie from the start but admitted feeling sexier after the surgery and enjoy dressing up even more (Koff & Benavage, 1998).

4.2. The Lingerie Marketing Channels

Lingerie marketing channel choice varied mainly according to the interviewees' financial situation (Miotto & Parente, 2015), and secondarily, to lifestyle issues. Culture, religion, and various lifestyles seem to affect intimate apparel shopping behavior (Law & Yip, 2010).

As not to make participants uncomfortable, we did not include questions on their monthly income. Instead, we used their address as a proxy for the financial situation.

The organization Rede Nossa São Paulo (2012) segmented the city of São Paulo in 8 areas according to the average monthly income, as observed in Table 21. The most recent data available is from 2012.

	Average Income	Subprefectures
1	R$ 3,411.6	Lapa, Pinheiros, Butantã
2	R$ 2,726.51	Vila Mariana, Jabaquara, Santo Amaro, Itaim Bibi
3	R$ 2,531.63	Sé
4	R$ 2,077.99	Santana, Tucuruvi, Jaçanã, Tremembé, Vila Maria, Vila Guilherme
5	R$ 1,922.76	Penha, Aricanduva, Formosa, Carrão, Moóca, Vila Prudente, Sapopemba
6	R$ 1,587.17	Casa Verde, Cachoeirinha, Pirituba, Perus, Freguesia do Ó, Brasilândia
7	R$ 1,323. 95	Ipiranga, São Matheus, Itaquera, Ermelino Matarazzo, São Miguel, Guaianases, Cidade Tiradentes
8	R$ 1,292.69	M'Boi Mirim, Cidade Ademar, Parelheiros, Capela do Socorro, Campo Limpo

Table 21: Income groups
Source: Rede Nossa São Paulo (2012)

Participants from lower-income areas such as from regions 4 to 8 were more likely to visit more kinds of stores, from old-fashioned independent ones to department stores. On the other hand, interviewees from areas 1 to 3 usually concentrated their lingerie purchases in better environments, such as department stores inside malls and specialized stores (Miotto & Parente, 2015; Yojo et al., 2018). Higher-income participants departmentalized their lingerie shopping by usage. They would get them from specific specialized stores (comfort-oriented, biological needs, or aesthetics-oriented), or reserve department stores for daily-use underwear and specialized stores for aesthetically appealing ones. Lower-income groups would buy any categories in any stores they could afford.

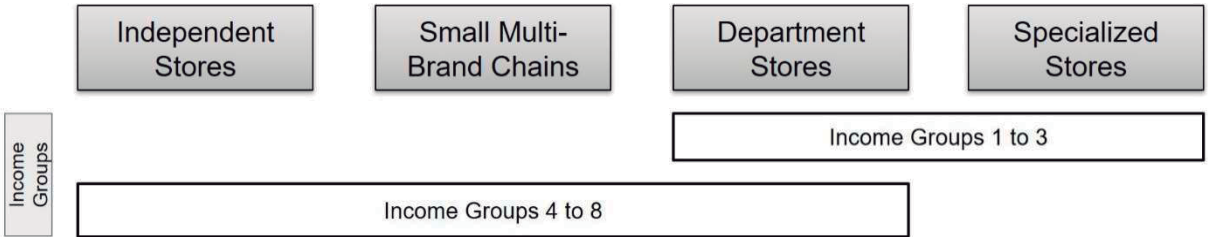


Figure 24: Income groups and retailer type
Source: Research data (2019)

Atmospheric variables affected channel choice as well (Kotler, 1973; Turley & Chebat, 2005; Turley & Milliman, 2000), within the purchasing power of each participant. Due to its intimate nature, lingerie products purchasing may cause discomfort for some consumers (Law et al., 2012; Law & Yip, 2010). Interviewees who stated they had religion influences or more traditional upbringing did not feel comfortable in "open environments" or "sexy atmospheres" (F1-3, F2-5, F2-6). Two vegetarian participants from higher-income (F1-1, F2-9) voiced their concerns on the production chain of cheaper products such as the ones from department stores.

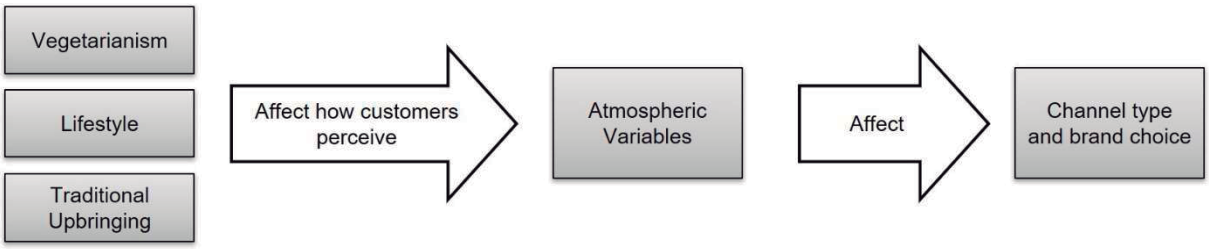


Figure 25: Customer Characteristics and Atmospheric variables
Source: Research data (2019)

However, they did not believe that specialized stores were necessarily responsible either. Thus, they still buy some essential products from department stores.

4.3.1. Lingerie Purchasing Process

Within each lingerie channel type, customer behavior through the lingerie purchasing process (Dewsnap & Hart, 2004) varied according to product type. Most consumers associated daily use products to a quicker purchasing journey, lower interaction levels, and less interest in-store atmosphere.

Customers who have been through surgery and pregnancy described these purchasing process to be more specific and to require assistance, revealing the need for salespeople to impart knowledge (Gremler & Gwinner, 2008).

Sexier lingerie purchasing process, conversely, varied according to the customer being self or situation-oriented, and lifestyle. Research data suggests that self-oriented consumers enjoy shopping for sexy lingerie. They derive pleasure from the store atmosphere and product quality and do not mind trying things on. Situation-oriented consumers usually consider this purchasing process just another ordinary task. They would probably only engage in this activity if they had an upcoming intimate moment. They would not buy it as a treat to themselves.

Meanwhile, lifestyle affects their interaction with salespeople and other customers. People from traditional upbringing seem to avoid spending too much time in-store and prefer closed-off environments as not to be seen from the outside of the store (Law & Yip, 2010). They may find crowded environments upsetting (Ferreira et al., 2017) as they are not comfortable with the task at hand. People who did not claim to have lifestyle impacts on their behavior seemed to be less self-conscious about human interaction in-store.

4.3.2. Lingerie Marketing Channels in Brazil

Interviewees received various lingerie shop pictures to aid their responses on marketing lingerie channels. Interestingly, they spontaneously mentioned channels not yet present in the literature, such as social media, marketplaces, and catalog stores.

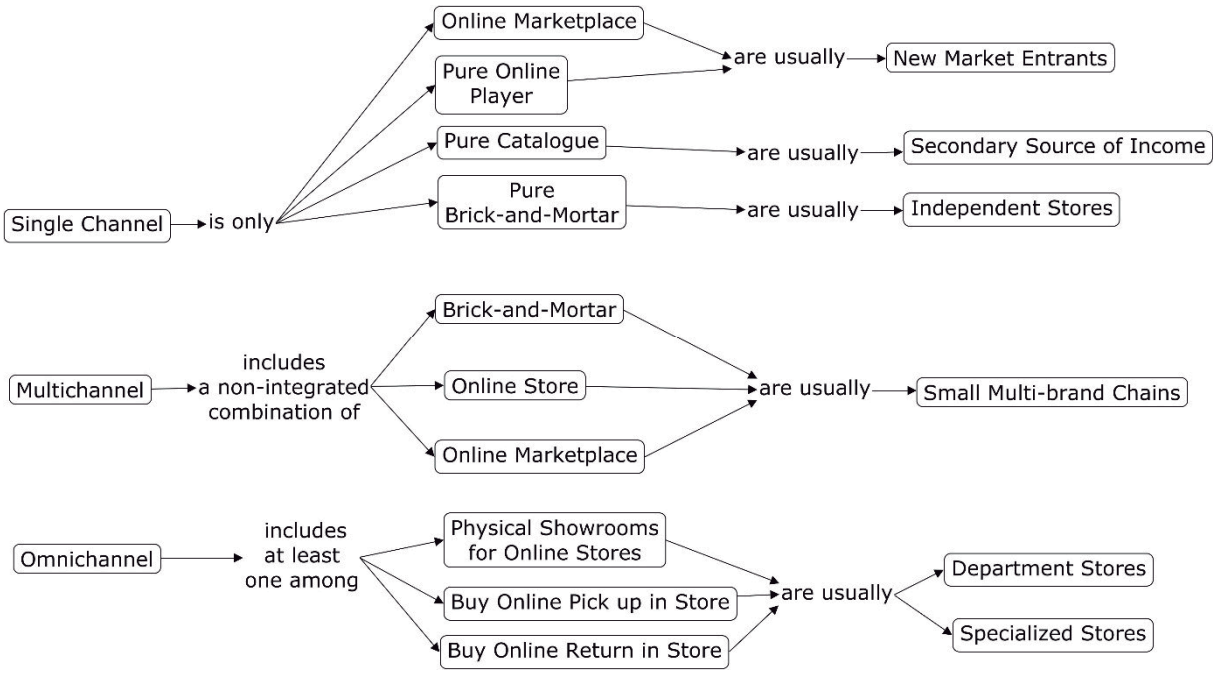


Figure 26: Lingerie channel structure in Brazil
Source: The Author (2019)

Interestingly, some interviewees who were suspicious of online lingerie shops (because they could not try the product on) admitted to having bought some through catalogs in the past. Two of these participants said there was increased trust in catalog sales because those usually happened among friends in private facilities. Thus, the catalog seller may show their customers some of her products and even allow them to try those on before making the purchase.

4.3.3. Single Channel Lingerie Stores

Single-channel lingerie stores are usually either new entrants to the market (online-based stores), amateur old-fashioned independent stores (Ashworth, Schmidt, Pioch, & Hallsworth, 2006), or, as research data revealed, catalog sellers.

A pure online player usually complies cyber-start-ups that do not have the means or the interest to have a traditional brick-and-mortar store (Ashworth et al., 2006). Being in a state of recovery from deep financial and political crisis, Brazil presents a favorable environment for

online commerce (Ebit | Nielsen, 2019). After all, this type of business involves less financial, human and time resources at the beginning than an equivalent physical shop (Ashworth et al., 2006a, 2006b)

Furthermore, online marketplaces and social media allow anyone to buy and sell things without even officially opening a company. Thus, those are also a simple way to enter the market. Participant F2-3 stated she bought underpants from an online shop she found on Instagram. They did not have a physical store. However, they made one-size-fits-all products, which made her more comfortable about buying a product that she had not tried on yet. Other interviewees did not fancy making lingerie purchasing online unless they had a physical store where they had become familiar with their material and sizes (D. Bell et al., 2017; Gao & Su, 2017a). One participant (F2-4) also mentioned she regards online stores as price-oriented experiences while physical retailers offer other amenities that may compensate higher prices. In online stores, she claims she sort products by price while in brick-and-mortar, she would easily see the product and try it on before asking for the price.

Old-fashioned independent stores, on the other hand, are usually family-owned businesses that do not have interest or capacity to expand to other channels. They usually occupy areas with lower rent prices, have a messy interior, and unattractive storefront (Yojo et al., 2018). Interest in this kind of stores varied mostly according to participants' financial situation and willingness to pay premium prices for lingerie.

Interviewees from higher ranks in their jobs or who still had their parents' financial support usually associated these shops with low-quality products and uncomfortable environments, due to limited working hours and lack of parking (Mower et al., 2012; Turley & Chebat, 2005; Turley & Milliman, 2000). Interviewees from humble backgrounds who had risen through the ranks after reaching adulthood had an even worse image of these stores. They were the ones they used to go when they were younger and depended on their mothers to buy intimate things. Participants from lower-income areas in São Paulo who still lived modest lives were open to shopping in these stores. They did not dwell on their environment, albeit finding them not particularly pleasing. They considered them pricier than department stores. They also pointed out salespeople service as more aggressive and less pleasant than in fancier stores.

Some participants brought up catalog sales as a lingerie marketing channel. Most interviewees associated them with an old-fashioned way to buy lingerie. Participants from ages 25 to 38 (F2 Age Group) commonly connected catalog shopping with their childhood, as it was

something their mothers did. F2 age group participants from humbler backgrounds still seem to be in contact with this channel, as catalog sellers are usually from lower-income groups and sell to their friends. Curiously, interviewees who could be their mothers (groupage F4) did not spontaneously bring this channel up. When asked, one of them said it was common back in the day but that she did not enjoy it because “you could not try them on” (F4-3).

4.3.4. Multichannel and Omnichannel Lingerie Stores

Professionally managed lingerie retailers usually offer more than one marketing channel. These channels are, however, not necessarily integrated. Levels of integration varied according to the retailer’s level of professionalism.

Department stores and specialized stores tend to offer at least one of the omnichannel operationalization options (BOPS, BORS, PSOS). They also have a unified communication front with their customers as they hope to have them feel as if they have a unique relationship with the brand through all available channels.

4.3.4.1. Small Lingerie Chains

Small multi-brand store chains usually offer simple online stores that do not integrate with their physical stores. According to secondary research on their websites, some small chains may not accept exchange or pick-ups in their physical stores. Moreover, product mix and prices are not necessarily the same across the same retailer’s different channels.

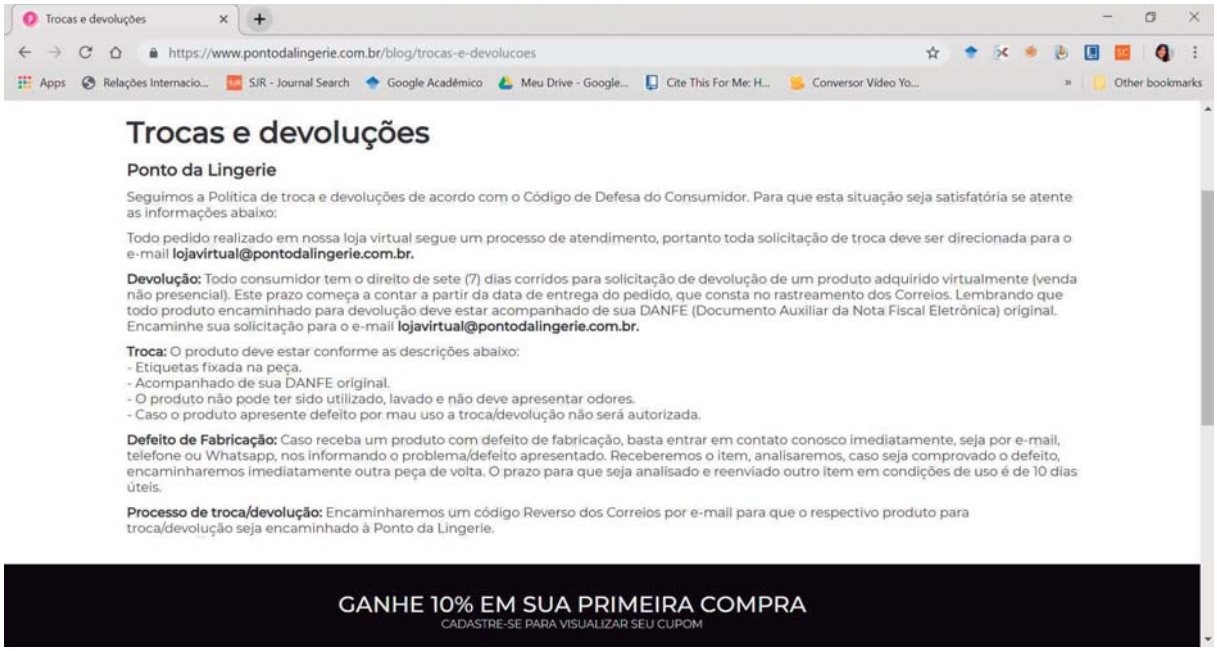


Figure 27: Example of small chain website
Source: Ponto da Lingerie (2019)

Curiously, we found one small lingerie retailing chain which is currently developing its omnichannel features. Company 2 has 13 physical stores in the east zone of São Paulo where they allow their customers to pick-up or exchange products bought in their online marketplace store and website. The interviewee believes becoming omnichannel is a relevant market trend that they must explore to stay competitive.

Nevertheless, he still believes the traditional brick-and-mortar corner store model is their primary channel. Albeit the increased revenues after the establishment of online channels, the participant associates their online store as an additional alternative to make new purchases of products customers have already seen on their physical stores. When it is the customer's first purchase, mainly through online marketplaces such as Mercado Livre which requires the seller's partial anonymity within the platform (Yojo et al., 2017), they also use their physical stores to build trust, in a similar way to physical showrooms for online stores (Ailawadi & Farris, 2017; D. Bell et al., 2017; D. R. Bell, Gallino, & Moreno, 2013; Chatterjee & Kumar, 2017; Gao & Su, 2017b; Jin et al., 2018). They offer store pick-up for Mercado Livre purchases so that the new customer may get to know their company and start a direct relationship without the need for third parties (Yojo et al., 2017). Sometimes prices from the online marketplace do not reflect the ones from the physical stores and physical stores may have a different product mix according to their location.

This retailer focuses on lower-income area street stores and claims to have no interest in fancier locations such as malls or the high-street. They also invest in local partnerships and create promotion campaigns with neighboring stores to boost each other sales. Company 2 interviewee mentioned recent partnerships with local Cacau Show and Boticário franchises. Their customers are usually from big families who live together and who do not have doormen. Sometimes they even live with other families in the same house. Many of them come from Christian backgrounds and have experienced traditional upbringing. Thus, they may feel embarrassed in a sexy environment or when they receive products from lingerie stores at home. Thus, the retailer tries to model their store atmosphere after its customers'.

"Our customers' houses are bright, they are colorful, and a bit cluttered. If our shops were too tidy or color-categorized such as the ones you find in richer areas or malls, they would feel self-conscious in there. As if they could not look around or they would mess it all up. (...) Our customer is mostly from C and D classes, sometimes they may be B class as well and they get intimidated by uptight environments."

(Company 2 Interviewee)

According to Company 2's interviewee, their stores organize their products mostly based on size and age, which is also how they segment their customers. They feel proud to cater to all ages and sizes, offering separate areas for plus-size, children, and maternity intimate apparel. They believe they accompany their customers' life journey.

"It is like a movie. We have the teenage area where 13-year-olds will find what they like. Small, colorful, comfortable, and discreet. (...) We have separate sections for women size S, M, L, Extra-large…. Then we have products for older women, maternity and so on. (...) So, the customer will stay in that area and will not need to move around to find what they need. (...) We manage plus-size products as a different category. If we just put them with the other sizes, the customer will see a little bit here and a little bit there. If we gather them all together, they will feel as if there are a lot of products for her and she will feel better in our store. She will feel like a valued customer."

(Company 2 Interviewee)

Company 2 offers a variety of products ranging from R$ 3.00 underpants to sexier lingerie that may cost more than R$ 100.00. They believe their products have higher quality than other stores that tend to the same customer income group. As a family-owned business, they are also proud to define their product mix based on high morals. For instance, they refuse to have sensual details on their children and teenage lines.

"In the east zone of São Paulo, there is a high risk of pedophilia. So, we cannot sell a bra with a deep cleavage for a 14-year-old. That is just not right. Children need to act their age. (...). They need to know those things are for their mothers, not for them yet."

(Company 2 Interviewee)

As this retailer only has physical street shops, which suffer from higher robbery rates than mall and gallery stores, they are also careful about keeping their most expensive products close to their cashiers, towards the back of the store. The retailer reserves the back of the store for sexy lingerie and products. Some of them even have a door or a curtain to increase customer privacy. Male and children's products are also usually kept near the cashiers because their customers may remember they need something for their husband and kids (Shankar, Inman, Mantrala, Kelley, & Rizley, 2011).

"Our customer takes care of their whole family. They are usually responsible for all shopping duties at home, and they provide all the clothes their children and husbands need."

(Company 2 Interviewee)

This retailer considers lower education levels as a common characteristic among its customers. They believe less educated people are more in need of human contact and empathy from their sellers. Thus, they believe their main competitive advantage lays on customer service levels and rapport-building behavior (Gremler & Gwinner, 2008), as described in interview quotes in Table 22.

Rapport-building Categories	**Interview Examples**
Uncommonly attentive behavior	*"Once, in the physical store, we offered to ship a product to a customer's mother in another estate."* *"If it is a man shopping at our store and he does not feel comfortable carrying the store's pink bag, we offer them another one, usually from our suppliers".*
Common grounding behavior	*"We only hire women as salespeople, as it is an intimate purchasing process."* *"We don't even use the word salespeople in the store. They are consultants. They are therapists with whom our customers may talk about their kids, their husbands, or anything else."*
Courteous behavior	*"If a customer is pregnant, we ask them if it is a girl. And if it is, we may give them baby underwear as a gift."* *"We ask the customer what they need and lead them straight to that so that they don't lose their time".*
Connecting behavior	*"We call both our online and physical store customers on their birthday to congratulate them."* *"Our salespeople are trained to see what kind of clothes their customer is wearing. If they have their straps out, the colors they have on, the fabrics of their clothes, how their straps look like…. So, they build on that to offer them our products."*
Information sharing behavior	*"We go to local health care centers and distribute fliers on post-partum care lingerie. It is useful because sometimes people who are there do not even know that exists."* *"Our sales consultants try our products on so they can share knowledge on them. They can tell how it feels on their body and how it accommodates their body shape."*

Table 22: Company 2 interviewee rapport-building behavior quotes
Source: Research Data based on (Gremler & Gwinner, 2008)

The company states they have weekly to monthly customer service training for all their sales force. They also have annual encounters where they cover all kinds of issues, including career and family planning, as they deem premature and unplanned pregnancies as a pressing issue within employees from the east zone of São Paulo. Training also includes an orientation on how to deal with male customers. If they are accompanying a woman, salespeople should always address the female first. Employees are also not advised to turn their back on male customers or to kneel near them to avoid episodes of harassment or jealousy. The company

keeps track of its customers' satisfaction levels through online reviews on social media and post-sales calls and e-mails.

Sometimes men come in on their own to buy gifts for special occasions or out of guilt for their significant others. In this case, salespeople may get a bit shy around them, but they have training on how to deal with that too. As male shoppers are uncommon in their stores outside of Brazilian Valentine's Day season, the retailer does not believe communicating with them is relevant.

5.3.4.2. Department Stores

According to (Yojo et al., 2018), department stores that sell lingerie products in Brazil are usually very professional chains that sell various products, mainly apparel. They offer various product lines within the intimate apparel category. According to research data, their prices and customers vary widely, covering most participants for different needs. Income groups 4 through 8 usually go for them for any occasions while income groups 1 to 3 only trusts them for daily use lingerie, reserving specific purchases such as sexy ones and surgical ones to specialized stores.

Participants had different perceptions of store atmosphere for this category. While income groups 4 to 8 regarded these stores as beautiful and private, higher-income groups deemed them not as pleasant and some even worried about being seen in them by acquaintances. Some of them would make exceptions if they visited department stores abroad.

"Department stores such as Marisa have a separate corner for sexy lingerie, for surgical lingerie, for pregnant women, and daily use ones. You always know where you can find each type, and people won't see you from outside because this area is more closed off"

(F2-5, Income Group 7)

"I have only bought lingerie in department stores abroad. If you are a tourist, you don't feel so self-conscious. I would feel very awkward if I were buying lingerie beside someone buying a chocolate bar. The closest department store is in a mall I go every week, so there are big chances of running into coworkers. That would be embarrassing. Maybe I'd get a basic one for daily use if it were an emergency, but I'd never get a sexy one in a place like that."

(F2-6, Income Group 1)

Some participants from higher income groups felt a bit shy about going through department stores cashiers with sexier lingerie, as it is not their core product line. They would likely share the line with men and other customers buying other product categories, and that would be awkward.

One participant (F2-9) stated she used to buy daily use products in department stores, but as she had large breasts, she found it hard to find the model she liked in most branches. In this case, BOPS would probably be useful as she would be confident of product availability before commuting to the store (Gao & Su, 2017a, 2017b). She once bought it online. The product came on the right size and color as she was familiar with it before. Nevertheless, it did not have an excellent finish. As it was something cheap (less than R$ 50), she did not complain or return the item, but she reckons she would not have bought it in a physical store. Another participant (F4-4), from higher income groups as well, pointed out that fast fashion brand items may be difficult to buy online because quality control is not rigid (Gao & Su, 2017b). Thus, they may vary in some details. If they are in a physical store, they can check it before making the purchase and try the exact item on before buying them.

5.3.4.3. Specialized Stores

Research data suggests that customers do not differentiate independent and small chain store retailers. Most of them did not even know the names of the street stores they have visited. These stores' fronts sometimes do not even have their names on the outside (Yojo et al., 2018). Similarly, participants did not see much difference among the various chains of lingerie-selling department stores. Names such as Americanas, Marisa, and C&A came up, but consumers deem store experience and product quality very similar.

In contrast, brand preference was much clearer among specialized stores. These shops are usually inside malls and galleries located in higher-income areas (Yojo et al., 2018). They offer mainly store brands and exclusive international brands. Their atmospheric variables vary according to their product segment (Yojo et al., 2018).

"Functional and daily use… I would go for something like Lupo, which has quality cotton and stuff. I like this store for body shapers and so on… If I want something prettier, I go for Victoria's Secret, which has those beautiful top models… (...) I could buy basic stuff from Loungerie and Sexier ones at Lupo but I don't usually do that. I think it is because of the store environment. It feels like I will not find exactly the functional stuff I need at Loungerie, and I never got hung up on something sexy at Lupo."

(F1-2, self-oriented, income group 1)

Participants cited Loungerie as a sexier store; Lupo, Liz, Any Any and Jogê as classic, comfortable and functional stores; and Intimissimi as a middle ground: a shop with bright and clean environment but that also has sexier products. When asked, most participants from income groups 1 to 3 declared to see a clear difference among various specialized shop exteriors. Meanwhile, income groups 4 to 8 did not. They would typically only say “it is a shopping center store”.

Figure 28: Example of specialized store exterior
Source: Google Images (2019)

Figure 29: Specialized Store Exterior
Source: Google Images (2019)

Company 1 is a specialized store that, albeit not considering themselves omnichannel yet, offers BORS and a unified communication strategy. Despite sometimes having out of line products offer on their website, current product lines are the same on both channels, as are their prices. The interviewee does not believe BOPS alone characterizes an omnichannel strategy and that it must go beyond.

"Being omnichannel means bringing innovation to the online-offline integration. It is more than allowing people to buy online and pick-up in-store or to integrate your inventory control. We are thinking of various other initiatives. The customer touchpoints should not only be in store, but it must also be anywhere. They should have access to our products anywhere and be able to receive them anywhere. A barrier-free relationship with our brand."

(Company 1 Interviewee)

This retailer considers its competitive advantage lays mostly on their store atmosphere and its product cost-benefit relationship.

"I think when the woman enters our store, she does not feel exposed. We use darker colors and dim lights. So, when you look from the outside, you can't see too who is in there. Our dressing rooms are in the back, they are colorful and use fluffy tapestry, so it feels cozy. Not many brands have customers Instagramming pictures in underwear from inside their dressing rooms. We have that. Customers enjoy the experience in our store. We use our exclusive scent in all our branches and even in our online store packaging. We use them in our office and events as well."

(Company 1 Interviewee)

Nevertheless, most customers associated Company 1's atmosphere with a sexy environment rather than a cozy one.

"Company 1 is sexier, bolder, Jogê, and the other ones are more romantic and comfortable. The colors communicate that as well. If it is dark, they use black a lot and usually, you'll find the picture of a woman being sexy in the window shop. Jogê and the others are different. They use baby blue, light pink… Company 1 goes with black, red, darker colors. The disadvantage is that prices are much higher than in department stores."

(F1-3, situation-oriented, income group 1, junior manager level)

"I think this store is way too open. You can see the inside from the mall corridors. I am not shy within the bedroom doors, but I feel very awkward when I go buy these products. It should be more private, like Lojas Marisa, that has a close off space for sexier lingerie."

(F2-5, self-oriented, income group 7, analyst level)

Mostly higher income groups were more at ease and even amazed by Company 1's atmospheric variables, whereas lower-income groups felt intimidated by them. According to our interviewee, Company 1 is aware of lower-income groups' feelings towards their store atmosphere. Thus, they compensate it with promotion communication outside, affordable prices, and exceptional customer service.

"We were the first ones to bring quality lace underpants at affordable prices. Our prices start from as low as R$ 19.99. (...) So, we believe in cost-benefit and store ambiance to create customer value. (...) Nonetheless, in lower-income areas, our stores can be a bit intimidating. That's why we try to bring that person inside, to get them to look at our shop windows. (...) We always have billboards outside the store with price promotions, and our shop windows usually have affordable entry-level products. (...) Once we break this first barrier, it is easy to keep these customers loyal to the brand. (...) We train our salespeople to approach customers as they enter the store. We do

not like them wandering on their own. Our girls can help the customer find their right fit and size within our vast product lines."

(Company 1 Interviewee)

Company 1's product line comprises underpants from prices as low as R$ 19.99 to exclusive international brands with underpants for R$ 100.00 and bras for R$ 279.00. They have more than 60 stores in 15 Brazilian states, and they are specialized in female loungewear and accessories. Interestingly, despite having only female product lines, this retailer claims to receive more male shoppers than their competitors.

"Even though we do not have a male product line, we never will. We have a lot of men coming in to buy sexy things for their significant others. We have much more men coming in than our competitors, even if they have male product lines. I believe that we can link that to our sexy environment. Of course, you will have different male customer behavior as well. Sometimes they'll go in and ran away as quickly as possible, sometimes they will be more comfortable in there and calmly make their purchase… or sometimes they'll be just accompanying their wives and shy away from the store. They'll wait for them outside."

(Company 1 Interviewee)

They claim to be the first store in Brazil to bring various cup sizes to bras. This sizing procedure includes not only the circumference of a woman's ribcage but also how that measurement relates to the total circumference of her back and bosom. This type of double measurement is common in many other countries, but it was still new in Brazil until the past ten years.

"We claim to have the "perfect bra". We brought the cup size concept to Brazil. It was not news in the international lingerie world. The US, Europe… all of them already had it. But we brought that idea to Brazil, including D-cups."

(Company 1 Interviewee)

Despite being a vast country with various body types, it is not always easy for women to find their size in Brazil. Sometimes their breasts are proportionally small for traditional sizing (which measures only the ribcage and does not vary on cup size), and sometimes they are too big.

Company 1 see themselves as pioneers in this double measurement system. Thus, they need to teach their customers how to buy their products in-store. According to the interviewee, this may be one of the reasons the number of online sold bras is lower than underpants, and in the physical store, it is the other way around.

"It is tough to bring customers to the online store if they have never interacted with the product offline. They don't know their size. We must make them feel reassured and explain to them how this sizing works and what is her perfect size. We ought to make sure we make them comfortable going through with their purchase. Thus, we offer them virtual dressing rooms that calculate their size and let them know it will be easy to find out their size and to exchange it if they get it wrong. (...) We have once had problems with payment fraud and security on our website. That is also something we needed to work on. (...) We still do not encourage customers from our physical stores to buy in our online stores or vice-versa. But I believe yes, customers from physical stores are more likely to make purchases in our online stores as they already know their size and the fabrics we use."

Company 1 Interviewee

Figures 29 and 30 show examples of virtual dressing rooms in Brazilian online bra stores.

Figure 30: Example of a virtual dressing room
Source: LIZ (2019)

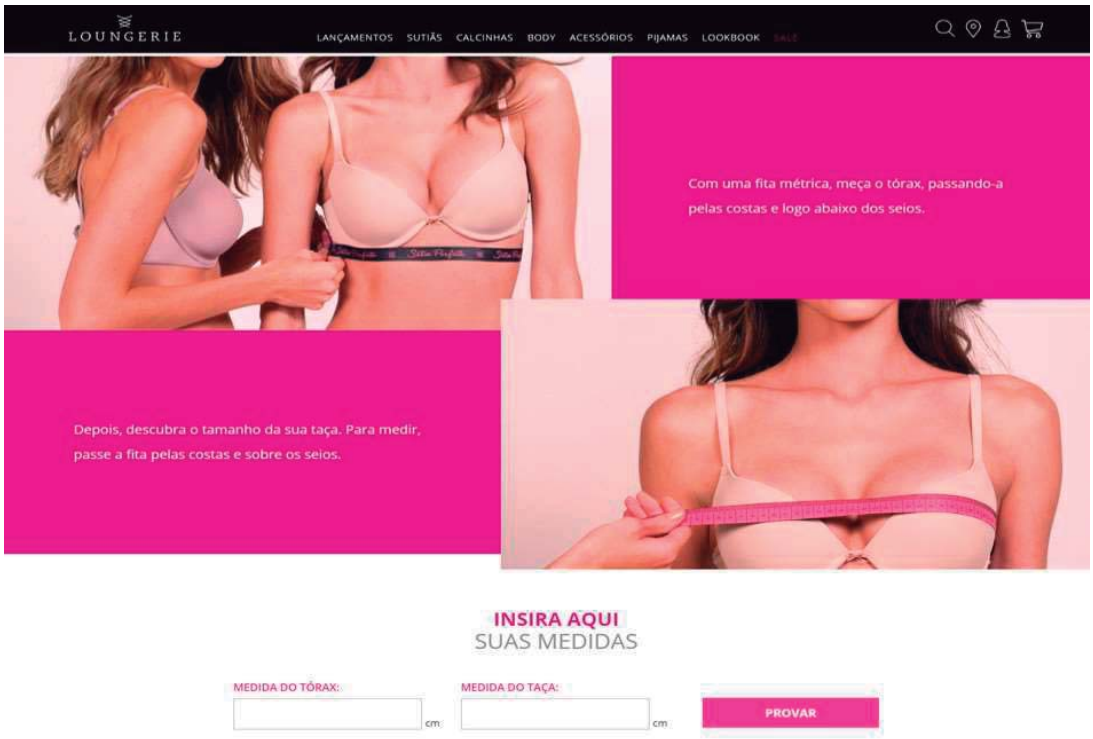


Figure 31: Example of a virtual dressing room
Source: Loungerie (2019)

Indeed, various participants, even the self-oriented ones who enjoy the bra purchasing process, did not know their cup size by heart. When we asked them their Brazilian number in popular department stores, they would usually know it.

"I don't try underpants on. I know my size and that's enough. But I always try bras on. I never know my size, I always get it wrong. Every time I go to a store that does cup sizes, I tell myself… I'm not going to forget it this time, it's number X and cup size ABCDFJ… but I never remember it. It's not a frequent purchase, and it's a complicated size. (…) I take three different sizes of each product to the dressing room. One that the salesperson told me that was the right size, a larger one and a smaller one. Because sometimes you think it looks ok, but you just feel better when it is a bigger one. So, I try on a lot of bras and end up taking 2 or three home at once."

(F2-11, self-oriented, income group 3, manager level)

Even though it is difficult to remember the right size, some customers from income groups 1 to 3 claimed to prefer buying their bras from specialized stores just because of cup size options. Some of them would buy tops and other soft bras for daily use from department stores, but if it is something that needs better fit, such as padded and wired ones, they claimed not finding them in cheaper stores.

"It is difficult to find my bra size outside specialized stores. If it is something soft and unpadded like a bralette, maybe I'll find something cheaper in a department store, and they'll have a nicer fit. But if it is something more specific, I need to go to specialized stores because they have ABC cup sizes. My breasts are smaller than the average, so if I get padded bras from stores that do not do cup sizes, they will be loose. That's why I am willing to invest more money in structured bras."

(F1-3, situation-oriented, income group 1, junior manager level)

Consumers from income groups 1 to 3 did not even mention cup sizes. They only said it was hard to find a good fit, but they worked around it within the stores they could afford. Most of them did not even know what cup sizes ABCD meant.

"It is tough to find my size when I look for sets. I wear size 44 for bras and M for underpants. Sometimes when I get underpants and bra sets, I just give away the upper or the bottom part. They should always sell them separately, as sexy lingerie must be a matching set".

(F2-5, self-oriented, income group 7, analyst level)

Humbler stores in Brazil, such as department stores and street stores, usually do not cater to non-proportional cup sizes. According to company 2's interviewee, it would be too difficult to manage so many variations of the same product and still keep prices affordable for their customer segments. They may, however, cater to customers who have different sizes in their bras and their underpants by selling combining the upper and bottom parts separately.

Catering to customers from various income levels, ages, sizes, and even genders is a challenge. While Company 2 segments customers by age and size, Company 1 believes in what they call a "Persona Segmentation".

"We say there are various women living inside our customers. They will behave differently every day. One of the Personas living inside them will come out more than the others. How much time she spends inside the store, how they want salespeople to treat them, if they are willing to try our products on, how much they are willing to spend… everything changes. Our salespeople try to identify our customer's mood, understand what they are looking for, and treat them accordingly. There is not much use offering an erotic product if she is looking for something more basic. (…) We try to have a comprehensive relationship with our customers. (…) We do not limit our products to customer age. Nowadays, people do not care about age anymore. (…) We segment customers by the moment they want to have when they enter the store. They may be feeling "HOT", which is when they are looking for something

sexy for an intimate moment with their boyfriend or girlfriend. There are those people who are looking for something fashionable and trendy. We call them "DESCOLADA" (carefree). Also, there are days a customer comes in looking for something basic. They just need something comfortable and plain. It's their "NORMAL" moment."

"Nowadays, we can cater to customers up to size 50 or so. But I think we still need more. We also need more options in more affordable sizes, as the only bigger sizes we have now are from international brands. We are working on that. This past year, we have tried to cater for this public, but they still need more and, hopefully, we will provide them what they need. We would not charge more for these bigger sizes. (...) We are not going to create a new product line for them. We think a size 52 should be able to wear the same products their thinner size 40 friends do. Sometimes that will require some product structure adjustments, of course… bigger sizes may need a larger strap, but otherwise, it should be the same. We do not want to segregate them. They should be able to go out with matching bras with their thinner friends if they want to."

(Company 1 Interviewee)

Indeed, most customers from higher income groups prefer being treated differently according to what they are looking for rather than because of their age or body size. Lower-income groups, on the other hand, seem to be less preoccupied with that.

"Surgical lingerie may be sterilized so you can't try them on. Then you need salespeople who know their stuff and who can tell me right away what I need. (...) For sexy lingerie, I need attention. I like to tell the salesperson about my story. I want them to show me what they have, what they can offer me. As for daily use lingerie, I just need to know where I can find the cheapest ones".

(F2-7, bariatric surgery, income group 2)

"I always go to stores where they have their products out, such as department stores, so I don't need any assistance. If it is something basic, I go for those promotional baskets. If it is something sexier, I go to that corner where they keep sophisticated stuff."

(F2-5, self-oriented, income group 7, analyst level)

Plus-size customers also agree with Company 1's take on customer segmentation by size.

*"No, you should not segregate. It's not the apartheid. You must mix it up. People are different. The shop window should also have different sizes. It should be about the d**** experience, and not the person's size. (...) I'm not a freak, an aberration… Just because I need bigger sizes."*

(F2-7, bariatric surgery, income group 2, analyst level)

"I think it is easier to categorize products by size. But segmenting customers by what they are looking for is much cleverer. But if you will segment customers like that, according to their mental state, their need state, you must provide them with all sizes. It doesn't matter if they are wired bras, padded bras, unpadded bras… you have to offer people all sizes. It must fit everybody. Plus-size people, people with small breasts… My late aunt had no breasts, and she could never find anything that fit, she always needed to go to the kid's section. She didn't want that. She was a 40-year-old woman who had children. She wanted something beautiful, and that fit. (…) Let's have those products for all people, and let's re-stock it when they are gone!"

(F2-8, plus-size, income group 5, civil servant)

5. DISCUSSIONS

This study's objective is to identify sources of customer value creation across various marketing channels. Findings indicate lingerie meaning varies according to customer orientation (self- or situation-oriented). However, regardless of the product meaning, its categorization did not significantly change due to customer variables. Empirical evidences suggest lingerie consumers consider this product category comprises three main functionalities: (1) daily activities; (2) biological needs; and (3) specific functions. Also, this product categorization along with other customer characteristics such as (1) financial situation, (2) physiological needs, and (3) lifestyle, affect how customers choose retailers. Figures 31 to 33 summarize the findings on which we built this discussion.

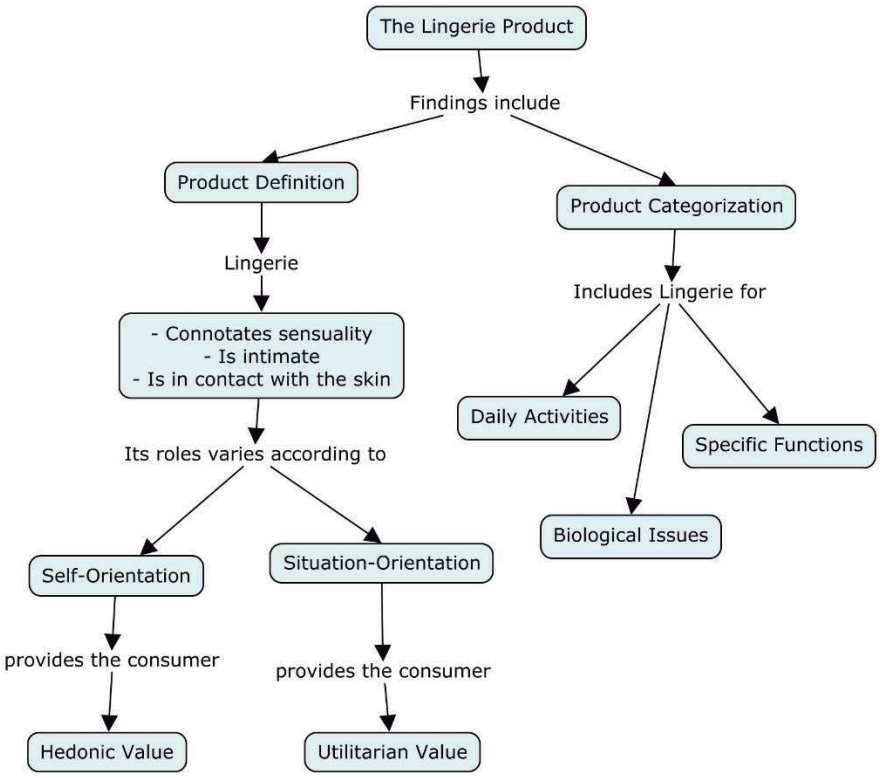


Figure 32: Lingerie product findings
Source: Research data (2019)

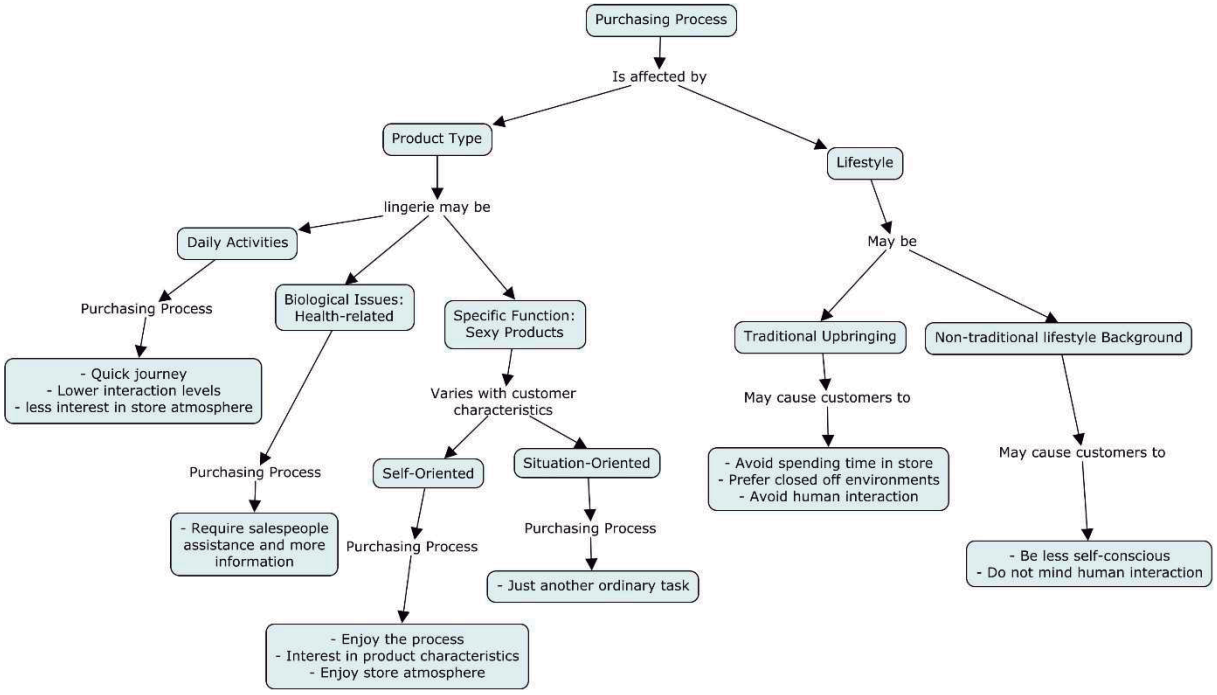


Figure 33: Purchasing process findings
Source: Research data (2019)

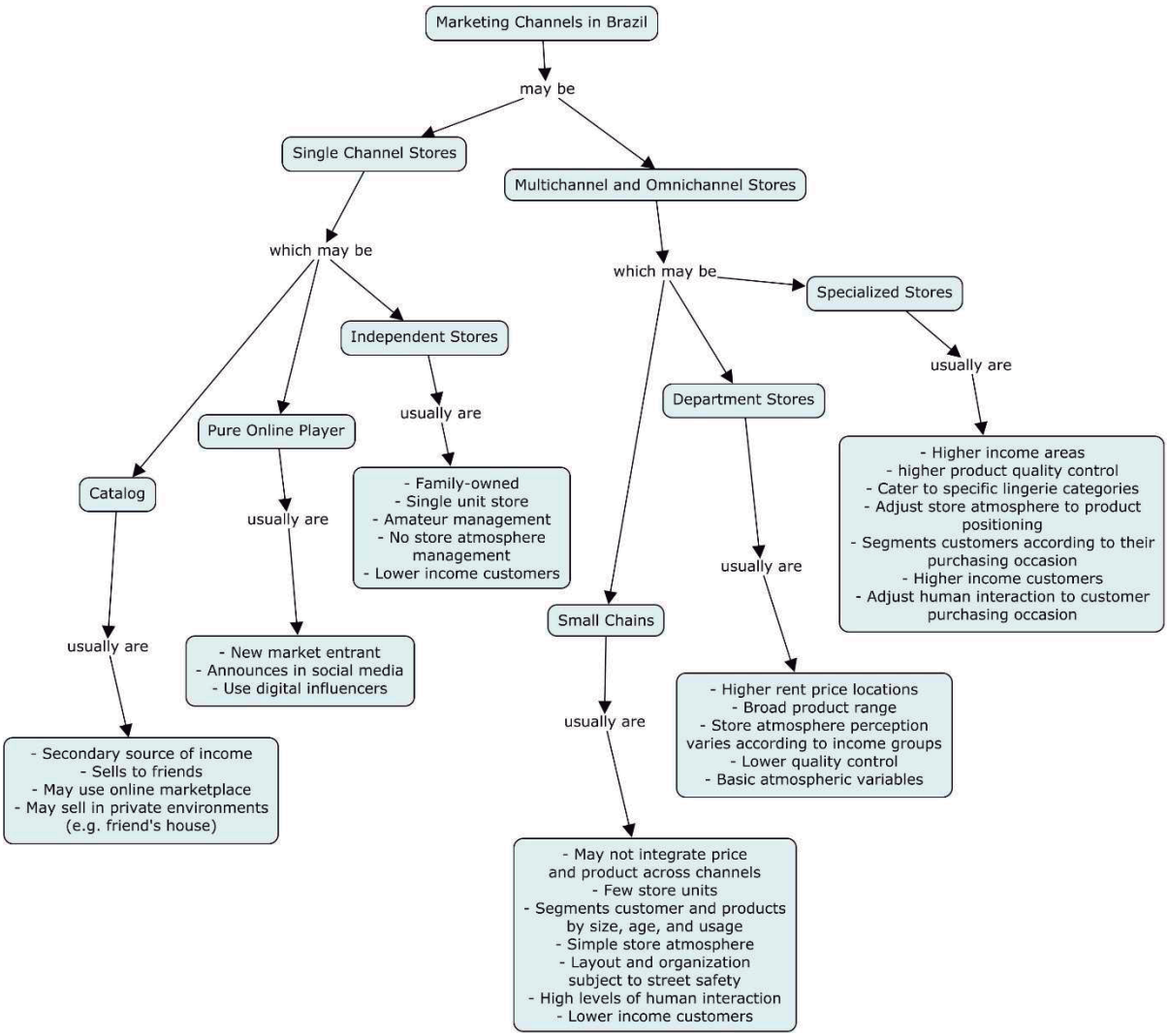


Figure 34: Marketing channels findings
Source: Research data (2019)

The financial situation determines what types and brands of lingerie retailers a customer can afford and accept. Mostly, income groups 4 to 7 are willing to go to any retailer, including independent stores, small chains, and department stores. Sometimes, if they can afford them, they may go for specialized for gifts or special needs. On the other hand, income groups 1 to 3 prefer either department stores or specialized stores, as they usually use private transportation and avoid street stores. They also consider independent stores and small chains unprofessional and low-quality (Miotto & Parente, 2015; Yojo et al., 2018).

Once customers have a pool of options within their financial capacities, they can define the retailer they will make their purchase. Research data suggests customers then contemplate which stores cater to the lingerie category they need. Lifestyle defines what kind of environment and interactions they would enjoy having during the shopping experience. So finally, their

specific physiological needs, such as allergies or specific sizes, define the store they visit for each purchasing occasion. Once they choose the retailer, customers choose through which marketing channels they will consummate their lingerie purchase.

Customer retailer choice lies on the value they derive from the shopping experience (Park et al., 1986), which may come from information giving, product definition, interaction, environment management, and ownership transfer processes (Heard, 1993; Smith & Colgate, 2007).

Most intimate apparel retailing authors (Dewsnap & Hart, 2004; Hart & Dewsnap, 2001; Hume & Mills, 2013; Law et al., 2012; Tsarenko & Lo, 2017; Yip et al., 2011) divide customer needs into hedonic or utilitarian needs. However, research data shows that hedonic and utilitarian value varies in intimate apparel shopping according to customer orientation. Self-oriented customers usually derive pleasure from lingerie purchasing, and situation-oriented customers perform this task as any other ordinary, utilitarian errand. This study's objective is to study customer value creation in various retailing channels. Thus, we will organize customer value creation sources according to their ability to meet customer needs and anxieties regarding the financial situation, lingerie category, lifestyle background, and physiological specificities through the retailers online and offline strategies and processes.

5.1. Pure Online Channels

Pure online channels are usually cyber start-ups, which are new entrants to the market (Ashworth et al., 2006a). Most participants listed lack of confidence, no opportunity to try the product on, and suspicions on the product's finish and material, as the main barriers to online lingerie shopping (Bell et al., 2017; Gao & Su, 2017b).

Only one participant mentioned buying lingerie from a purely online store. This participant believes she felt comfortable making this online purchase because (1) an Instagram influencer she follows endorsed this online store, (2) it sold a promotional package with a variety of products for a better price than an equivalent physical store, and (3) these products were one-size-fits-all underpants made of pure cotton.

This retailer's actions address nearly all consumers' lingerie purchasing concerns through customer value creation processes, as shown in Table 23.

Source of Customer Value Creation	Customer Variables	Pure Online Channel Actions
Product and Information	Financial Situation (price concern),	Promotional bundle selling
	Physiological needs (product material)	100% cotton (accurate fabric description), digital influencer endorsement
	Physiological needs (size)	One-size-fits-all product fit
Ownership Transfer	Financial Situation (fraud concern)	Digital Influencer Endorsement

Table 23: Pure online channel value creation source
Source: Research data (2019)

Research data indicate that online shopping experiences may be more rational and price-oriented than brick-and-mortar purchasing processes. Thus, financially attractive bundle deals may create customer value (Ulaga, 2003). The participant also described the store recommendation came from a sports influencer on Instagram, which suggests the product fits a specific need due to its fabric and that the store is trustworthy. The one-size-fits-all sizing system also diminishes worries on fitting the customer body shape and physiological needs. So, participants who do not feel awkward about receiving intimate products through the mail due to traditional upbringing do not mind ownership transfer happening through the post. They consider it creates value by being hassle-free (Woodall, 2003).

Additionally, pure online players could also consider creating customer value based on interactions and environment management. In this case, these two sources of customer value blur into the website's interface. Customers should feel they will have assistance if needed, mainly if they are shopping for specific health needs such as surgical or non-allergic lingerie. Customers also need to understand the retailer's sizing system and how to find out their size. Thus, virtual showrooms with clear information on how to measure themselves are also crucial for products with a complicated fit, as is the case of bras (Beck & Crié, 2018).

Ashworth et al. (2006a, 2006b) recommend online pure-players to avoid commoditization by offering a unique value proposition and product differentiation. Niche products such as is the case of specific function lingerie for sports, pregnancy, or other biological needs may be more exhausting to find offline. Thus, offering various websites with different product niches may be a way to both boost customer confidence in the company and to make them feel as if they are making purchases from a specialized store.

5.2. Pure Brick-and-Mortar Channels

Pure brick-and-mortar lingerie channels are usually old-fashioned local independent stores (Yojo et al., 2018). As per research data, these shops do not present brand differentiation and customer decision to go in there lies mostly in location and price variables. Thus, customer

value creation potential lies on utilitarian aspects, such as having the right product in stock and easiness of ownership transfer (Smith & Colgate, 2007).

However, as according to Company 2's interviewee, lower-income groups usually enjoy human interaction in-store, local brick-and-mortar stores could tailor their service and environment to their specific public (Gremler & Gwinner, 2008; Turley & Milliman, 2000). Adjusting human interactions to their captive public should be easier for local retailers. Despite being a small chain, Company 2 claims to be very local-oriented. Thus, they usually know the names and preferences of loyal customers. They also make great efforts to create partnerships with other local stores to boost each other sales by referencing customers to each other.

Merchandise categorization in-store could follow simple lingerie categorization. Street stores could have daily use lingerie in a more self-service and utilitarian way (Law et al., 2012), such as by color, model, and size. Sexier products should be in a more closed off environment, such as the back of the store to offer the customer some privacy and to protect pricier products from shoplifting. As in this case, being practical and quick to pick up is not as important as appreciating the product aesthetics, investing in tasteful visual merchandising material and organizing products by style would be more exciting than by size (Law et al., 2012; Law & Yip, 2010). This organization approach would also benefit customers who are self-conscious about their size not to feel left out or embarrassed to shop in a specific section, such as plus-size. Also, other specific-use lingerie, such as for biological needs, should be in another corner with constant salespeople supervision, as those usually require assistance. Product categorization should then follow biological needs such as pregnancy, post-partum, surgical, and so on.

Another way to create customer value in small local stores is to increase customer pleasure by managing the store's exterior atmospheric variables (Mower et al., 2012). This measure may be more relevant for self-oriented customers who enjoy lingerie shopping. Retailers should also consider their customers' lifestyle and country culture when landscaping their stores, as not to scare their public away (Law et al., 2012). Open environments, darker colors, or sensual environments may cause discomfort for customers who have experienced traditional upbringing or who are highly involved with religious rituals.

5.3. Multichannel and Omnichannel Companies

In addition to the sources of value creation in each marketing channel, retailers can also develop channel synergies to enhance customer experience (Brynjolfsson et al., 2013; Dinner,

Van Heerde, & Neslin, 2014; S. A. Neslin et al., 2006; Verhoef et al., 2015). Channel characteristics may influence on retailer choice (S. Neslin et al., 2014). Thus, creating customer value through all channels, or rather, customer touchpoints, is crucial to stay competitive in an omnichannel environment (Verhoef et al., 2015).

Channel integration strategies include BOPS (Ailawadi & Farris, 2017; N. Beck & Rygl, 2015; Chatterjee, 2010; Gallino & Moreno, 2014a; Gao & Su, 2017a; Kim et al., 2017; Mahar et al., 2012), PSOS (Ailawadi & Farris, 2017; D. Bell et al., 2017; D. R. Bell et al., 2013; Chatterjee & Kumar, 2017; Gao & Su, 2017b; Jin et al., 2018), BORS (Herhausen et al., 2015), checking availability of physical store online (Gao & Su, 2017b; Herhausen et al., 2015), and virtual showrooms (Gao & Su, 2017b).

BOPS and PSOS are information mechanisms that solve mainly customer uncertainty regarding product availability and quality (Gao & Su, 2017b). BOPS guarantees the product will be available for pick up at the time and location the customer booked. PSOS allows customers to check product samples in physical showrooms before committing to the purchase. Thus, they are customer value sources that provide information, facilitates ownership transfer, and that creates a physical environment for retailer-customer human interaction.

Additionally, as lingerie is an intimate product, BOPS could create additional value for some lifestyle-driven customers. Participants who stated having traditional upbringing or being part of traditional religions showed some discomfort in spending too much time inside a lingerie store or receiving products at home. Thus, they would benefit from this system by either having a quick pick-up moment, which minimizes human interaction and time spent in-store or by avoiding direct delivery to doormen or male relatives.

On the other hand, PSOS could also create customer value by providing a physical location where customers can solve product size and material uncertainty issues (D. Bell et al., 2017; Gao & Su, 2017b). PSOS may be especially relevant for the biological-needs lingerie category. These are expensive products that should meet various criteria such as perfect fit, non-allergic material, and sometimes even sterilization, customers would benefit from trying a sample of them on before receiving a sterilized unit her size at home. Moreover, this lingerie category usually requires salespeople expertise. Thus, having consultants in physical showrooms may also help inexperienced customers.

PSOS may also enhance the shopping experience for aesthetics-oriented lingerie, mainly for self-oriented customers. These customers enjoy the purchasing experience. Thus, they

usually derive pleasure from beautiful environments and pleasing human interaction. Sales consultant training, in this case, should also follow customer characteristics. Customers who experienced traditional upbringing may prefer minimal human interaction, while other self-oriented women may enjoy attention when shopping for sexy lingerie.

BORS may benefit all customer groups, as it usually makes product return processes much more comfortable. Making the wrong purchase may be frustrating. Having to go out of your way to visit a post office and still be uncertain if the new product will fit is even worse. Usually, stores that offer BORS have easy-access branches for their customers, as is the case of Companies 1 and 2. Thus, customers will probably not have to make significant changes in their routine to access these stores, making ownership transfer easier. Uncertainty issues regarding a second product choice error also vanish as once in-store customers can try the product on before exchanging it. This system may create stimuli for customers to try a retailer's online channel.

6. THEORETICAL IMPLICATIONS AND ROADS TO FUTURE RESEARCH

The main theoretical contribution of this study lays on identifying relevant variables to retailer brand choice. In a world of continuous digital development, the joint study of consumer channel and brand choice is crucial to understand consumer decision making (S. Neslin et al., 2014). Thus, we hope this research contributes to future studies in channel/brand choice for other sensitive products, and for potential follow up studies on relevant lingerie customer variables.

Future studies could quantitatively assess the impact of each customer or retailer characteristic variables in customer value creation. Qualitative research in other industries could also be interesting to extend findings to other sensitive products of inconspicuous nature, such as cosmetics or fragrances. Additionally, as empirical evidence supports plus-size and small-breasted women may feel left out by the current industry, new studies could investigate sources of customer value creation in the fashion industry within consumers with non-standard sizes. The consumer variables explored in this thesis could also assist on lingerie and similar industries' segmentation studies.

7. LIMITATIONS AND FINAL CONSIDERATIONS

This research limitations are mainly related to its qualitative and exploratory nature. As any qualitative study, results cannot be generalized. The information collection method also present limitations. Information on Companies 1 and 2 are subject to only one respondent from each company and no other evidences but the public ones available on their websites and social media. Thus, there may be interviewee biases, which are intrinsic to in-the depth interviewing technique (Patton, 2002).

The intimate nature of this subject may also posit a limitation to its findings. Although interviewees appeared comfortable, talking about sensitive subjects such as lingerie may cause them to adapt answers to what they believe socially acceptable (DeLorne & Reid, 1999; Hume & Mills, 2013; Patton, 2002). Nevertheless, our interview guide proposed various ways of asking some subjects as to avoid mechanical answers. Furthermore, we limited participants to women who identified as female. Maybe product meaning could have changed if this study included members of the LGBTQ+ community. Also, this study contemplates only Brazilian women. As culture is a relevant variable for sensitive products such as lingerie (Law et al., 2012), this may affect findings and limit them to similar countries.

This study accomplished its main goal: to identify sources of customer value creation in each marketing channel. The achievement of this objective required (1) understanding lingerie meaning for different groups of customers, (2) categorizing lingerie according to customer needs, (3) mapping lingerie channel structure in Brazil, and finally, (4) identifying customer variables that influence lingerie customers retailer choices.

Empirical evidence suggests the most important consumer variables to lingerie retailer brand and channel choice are (1) financial situation, (2) product usage, (3) lifestyle, and (4) physiological needs. These variables are directly related to the industry's characteristics. While financial situation will always be the first limitation to retailer brand choice, the other three characteristics vary according to the specificities of the industry of interest.

Product usage is highly relevant when customer orientation affects product meaning and it may be both of utilitarian and hedonic nature. Lifestyle will be relevant when the industry at hand is highly intimate and has underlining social meanings, such as the taboo lingerie products may posit in consumers who experienced traditional upbringing. Physiological needs will mainly affect industries which are limited by corporal characteristics, such as allergies and size, which may affect fashion, food or the cosmetics industries.

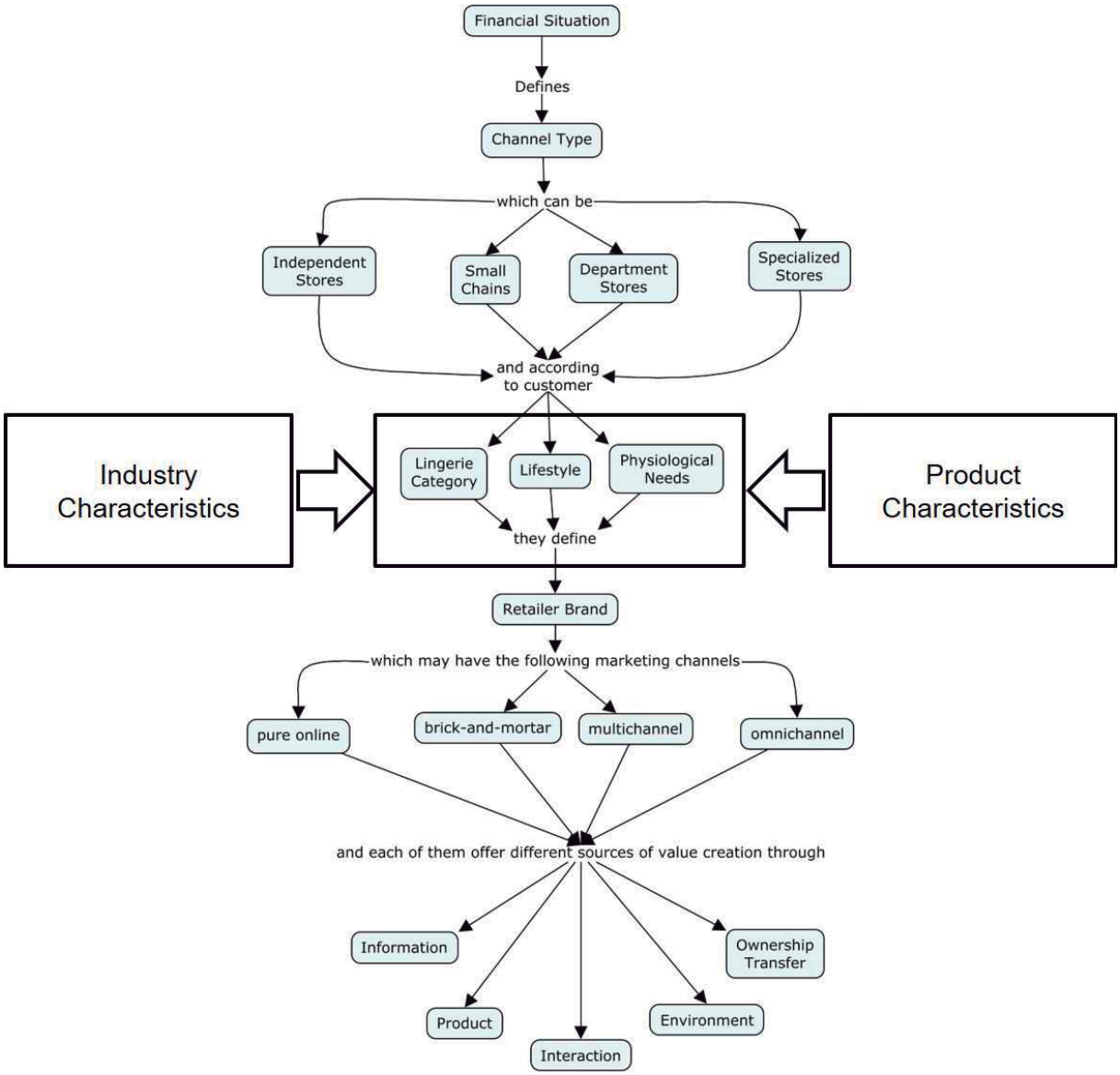


Figure 35: Retailer brand choice
Source: Research data (2019)

Figure 34 illustrates how customer characteristics, industry characteristics, and product characteristics affects customer choice for retailer brand and channel. Table 24 shows examples of sources of customer value creation in the various channel types.

Lingerie Retailer Type	Sources of Customer Value Creation	
Pure Online Channels	Information	- Digital Influencer Endorsement - Fabric/Material/Usage description - Virtual Showrooms
	Product	- Easy fit/One size fits all - Specific product lines - Promotional Bundles
	Interactions	- No need to talk to salespeople
	Consumption Environment	- Website interface
	Ownership Transfer	- Hassle-free delivery - Inconspicuous delivery (for some lifestyle-oriented customers)
Pure Brick-and-Mortar Channels	Information	- Ease to spot prices and characteristics
	Product	- Promotional Bundles
	Interactions	- According to product category and customer lifestyle - Daily use: allow self-service - Physiological needs: impart knowledge - Aesthetics-oriented: build rapport and respect customer's willingness to interact
	Consumption Environment	- Product organization according to lingerie category (Daily use, Physiological needs and aesthetic-oriented) - Atmospheric variables management in accordance with product category and public
	Ownership Transfer	- Offer inconspicuous options of bags if needed
Multi- and Omnichannel Retailers	Information	- BOPS - PSOS - Availability of physical stores to feel product quality
	Product	- Access to products from online and offline storage units
	Interactions	- According to customer's lifestyle and upbringing characteristics - Minimize human interaction (BOPS) - Increase human interaction (PSOS and BORS)
	Consumption Environment	- PSOS and BORS: create physical environment to enjoy the experience
	Ownership Transfer	- Possibility to choose resources spent on ownership transfer (delivery fee, commuting, time, level of interaction)

Table 24: Sources of customer value creation by retailer channel
Source: Research data (2019)

Moreover, we also hope we have shed some light into the lingerie shopper behavior and the importance of this product in a woman's life. Regardless of being self- or situation-oriented, of their physiological needs, financial situation, body type, or lifestyle, every woman should feel comfortable buying lingerie. They should find products that fit them in environments that see to their needs.

REFERENCES

Ailawadi, K. L., & Farris, P. W. (2017). Managing Multi- and Omni-Channel Distribution: Metrics and Research Directions. *Journal of Retailing*, *93*(1), 120–135. https://doi.org/10.1016/j.jretai.2016.12.003

Ashizawa, K., Sugane, A., & Gunji, T. (1990). BREAST FORM CHANGES RESULTING FROM A CERTAIN BRASSIERE. *Journal of Human Ergology*, *19*(1), 53–62.

Ashworth, C., Schmidt, R., Pioch, E., & Hallsworth, A. (2006a). An approach to sustainable "fashion" e-retail: A five-stage evolutionary strategy for "Clicks-and-Mortar" and "Pure-Play" enterprises. *Journal of Retailing and Consumer Services*, *13*(4), 289–299. https://doi.org/10.1016/j.jretconser.2005.08.018

Ashworth, C., Schmidt, R., Pioch, E., & Hallsworth, A. (2006b). "web-weaving": An approach to sustainable e-retail and online advantage in lingerie fashion marketing. *International Journal of Retail and Distribution Management*, *34*(6), 497–511. https://doi.org/10.1108/09590550610667074

Bacha, M., Strehlau, V., & Vieira, L. (2010). COMPRA DE LINGERIE POR MULHERES: UMA PROPOSTA DE SEGMENTAÇÃO BASEADA EM ARQUÉTIPOS. *Remark - Revista Brasileira de Marketing*, *9*(3), 69–97.

Bardin, L. (2011). *Análise do Conteúdo* (1st ed.). São Paulo: Edições 70.

Barki, E., Botelho, D., & Parente, J. (2014). Varejo: desafios e oportunidades em mercados emergentes. *Revista de Administração de Empresas*, *53*(6), 534–538. https://doi.org/10.1590/s0034-759020130602

Beck, M., & Crié, D. (2018). I virtually try it … I want it ! Virtual Fitting Room: A tool to increase on-line and off-line exploratory behavior, patronage and purchase intentions. *Journal of Retailing and Consumer Services*, *40*, 279–286. https://doi.org/10.1016/j.jretconser.2016.08.006

Beck, N., & Rygl, D. (2015). Categorization of multiple channel retailing in Multi-, Cross-, and Omni-Channel Retailing for retailers and retailing. *Journal of Retailing and Consumer Services*, *27*, 170–178. https://doi.org/10.1016/j.jretconser.2015.08.001

Bell, D., Gallino, S., & Moreno, A. (2017). Offline showrooms in omnichannel retail: Demand and operational benefits. *Management Science*, *64*(4), 1629–1651. https://doi.org/10.1287/mnsc.2016.2684

Bell, D. R., Gallino, S., & Moreno, A. (2013). Inventory Showrooms and Customer Migration in Omni-Channel Retail: The Effect of Product Information. *SSRN Electronic Journal*, 1–33. https://doi.org/10.2139/ssrn.2370535

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Journal of Chemical Information and Modeling*, *53*(9), 1689–1699. https://doi.org/10.1017/CBO9781107415324.004

Brynjolfsson, E., Hu, Y. J., & Rahman, M. S. (2013). Competing in the Age of Omnichannel

Retailing Brought to you by. *International Journal of Electronic Commerce*, *18*(4), 5–16. https://doi.org/10.2753/JEC1086-4415180400

Cao, L. (2014). Business Model Transformation in Moving to a Cross-Channel Retail Strategy: A Case Study. *International Journal of Electronic Commerce*, *18*(4), 69–96. https://doi.org/10.2753/jec1086-4415180403

Capon, L. (2017). Why I'm calling BS on Victoria's Secret's lack of plus-size models in their "diverse" 2017 show. Retrieved from https://www.cosmopolitan.com/uk/fashion/a12228912/victorias-secret-plus-size-models/

Cesar de Moraes, H., Cunha, M., & Terlizzi, M. (2017). IT indicators and organizational performance : a study of the retail sector in Brazil. *International Conference on Information Resources Management*, 1–14.

Chamie, B. C., & Ikeda, A. A. (2015). O Valor para o Cliente no Varejo. *Brazilian Business Review*, *12*(2), 49–69.

Chamie, B. C., Ikeda, A. A., & Parente, J. (2012). Atmosfera de loja como um elemento da estratégia varejista. *Revista Administração Em Diálogo*, *14*, 1–31.

Chatterjee, P. (2010). Causes and consequences of "order online pick up in-store" shopping behavior. *International Review of Retail, Distribution and Consumer Research*, *20*(4), 431–448. https://doi.org/10.1080/09593969.2010.504009

Chatterjee, P., & Kumar, A. (2017). Consumer willingness to pay across retail channels. *Journal of Retailing and Consumer Services*, *34*, 264–270. https://doi.org/10.1016/j.jretconser.2016.01.008

Christensen, G. L., & Olson, J. C. (2002). Mapping Consumers' Mental Models with ZMET. *Psychology and Marketing*, *19*(6), 477–502. https://doi.org/10.1002/mar.10021

DeLorne, D., & Reid, L. (1999). Moviegoers' experiences and interpretations of brands in films revisited. *Journal of Advertising*, *28*(2), 71–95.

Denzin, N. (1978). Triangulation: A case for methodological evaluation and combination. In *Sociological methods* (pp. 339–357).

Dewsnap, B., & Hart, C. (2004). Category management: a new approach for fashion marketing? *European Journal of Marketing*, *38*(7), 809–834. https://doi.org/10.1108/03090560410539267

Dinner, I. M., Van Heerde, H. J., & Neslin, S. A. (2014). Driving online and offline sales: The cross-channel effects of traditional, online display, and paid search advertising. *Journal of Marketing Research*, *51*(5), 527–545. https://doi.org/10.1509/jmr.11.0466

Ebit | Nielsen. (2019). *Webshoppers 39ª Edição*. São Paulo.

Eisenhardt, K. M. (1989). Building Theories from Case Study Research. *Academy of Management Review*, *14*(4), 532–550. https://doi.org/10.5465/amr.1989.4308385

Entretenimento, P. U. (2017). Modelo trans Valentina Sampaio novo rosto da marca de

lingerie “Hope”. Retrieved from https://www.uai.com.br/app/noticia/e-mais/2017/10/16/noticia-e-mais,215221/modelo-trans-valentina-sampaio-e-novo-rosto-da-marca-de-lingerie-hope.shtml

Euromonitor. (2018). *Womenswear in Brazil*.

Ferreira, M. C. O., Brandão, M. M., & Bizarrias, F. S. (2017). Understanding consumer’s responses to negative emotions related to crowding on satisfaction and impulse purchase in retail: the mediating role of coping. *Revista de Administração*, *52*(4), 431–442. https://doi.org/10.1016/j.rausp.2017.08.005

Fontana, A., & Frey, J. (1994). Interviewing: The Art of Science. In N. Denzin & Y. Lincoln (Eds.), *Handbook of Qualitative Research* (pp. 361–376). California: SAGE Publications Inc.

Gallino, S., & Moreno, A. (2014a). Integration of online and offline channels in retail: The impact of sharing reliable inventory availability information. *Management Science*, *60*(6), 1434–1451. https://doi.org/10.1287/mnsc.2014.1951

Gallino, S., & Moreno, A. (2014b). Integration of Online and Offline Channels in Retail: The Impact of Sharing Reliable Inventory Availability Information. *Management Science*, *60*(6), 1434–1451.

Gao, F., & Su, X. (2017a). Omnichannel retail operations with buy-online-and-pick-up-in-store. *Management Science*, *63*(8), 2478–2492. https://doi.org/10.1287/mnsc.2016.2473

Gao, F., & Su, X. (2017b). Online and offline information for omnichannel retailing. *Manufacturing and Service Operations Management*, *19*(1), 84–98. https://doi.org/10.1287/msom.2016.0593

Gellacic, G. B. (2013). Uma Breve História Daquilo Que Não Se Vê : As Lingeries E As Funções Sociais Femininas. *Seminário Internacional Fazendo Gênero 10*, *10*, 1–10.

Godoy, A. S. (1995). Tipos fundamentais de pesquisa qualitativa. *Revista de Administração de Empresas*, *35*(3), 20–29.

Google Images. (2019). Retrieved from https://www.google.com/imghp?hl=pt-BR

Green, P., Tull, D., & Albaum, G. (1988). *Research and marketing decisions* (5th ed.). New Jersey: Prendice-Hall.

Greggianin, M. (2016). A LINGERIE NA CONSTRUÇÃO DA IMAGEM DO CORPO FEMININO ATRAVÉS DA HISTÓRIA. *12º Colóquio de Moda – 9ª Edição Internacional 3º Congresso de Iniciação Científica Em Design e Moda 2016*.

Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research*, *3*(1), 82–104. https://doi.org/10.1177/109467050031006

Gremler, D. D., & Gwinner, K. P. (2008). Rapport-Building Behaviors Used by Retail Employees. *Journal of Retailing*, *84*(3), 308–324.

https://doi.org/10.1016/j.jretai.2008.07.001

Grewal, D., Monroe, K. B., & Krishnan, R. (1998). The Effects of Price-Comparison Advertising on Buyers' Perceptions of Acquisition Value, Transaction Value, and Behavioral Intentions. *Journal of Marketing*, *62*(2), 46–59. https://doi.org/10.2307/1252160

Hale, E. (2017). Trans-Friendly Designers Are Changing The Game. Retrieved from https://www.bustle.com/p/these-trans-friendly-lingerie-designers-are-changing-the-valentines-day-game-36228

Hart, C., & Dewsnap, B. (2001). An exploratory study of the consumer decision process for intimate apparel. *Journal of Fashion Marketing and Management*, *5*(2), 108–119. https://doi.org/10.1108/EUM0000000007282

Heard, E. (1993). Wallring the Talk of Customer Vdue Ed. *National Productivity Review*, (Winter 1993/94), 21–27.

Herhausen, D., Binder, J., Schoegel, M., & Herrmann, A. (2015). Integrating Bricks with Clicks: Retailer-Level and Channel-Level Outcomes of Online-Offline Channel Integration. *Journal of Retailing*, *91*(2), 309–325. https://doi.org/10.1016/j.jretai.2014.12.009

Holbrook, M. B. (2005). Customer value and autoethnography: Subjective personal introspection and the meanings of a photograph collection. *Journal of Business Research*, *58*(1 SPEC.ISS), 45–61. https://doi.org/10.1016/S0148-2963(03)00079-1

Hume, M., & Mills, M. (2013). Uncovering Victoria's Secret: Exploring women's luxury perceptions of intimate apparel and purchasing behaviour. *Journal of Fashion Marketing and Management*, *17*(4), 460–485. https://doi.org/10.1108/JFMM-03-2013-0020

Jin, M., Li, G., & Cheng, T. C. E. (2018). Buy online and pick up in-store: Design of the service area. *European Journal of Operational Research*, *268*(2), 613–623. https://doi.org/10.1016/j.ejor.2018.02.002

Kim, E., Park, M. C., & Lee, J. (2017). Determinants of the intention to use Buy-Online, Pickup In-Store (BOPS): The moderating effects of situational factors and product type. *Telematics and Informatics*, (August), 0–1. https://doi.org/10.1016/j.tele.2017.08.006

Koff, E., & Benavage, A. (1998). *Breast Size Perception an d Satisfaction , Body Image , an d Psych ological Fun ction in g in Cau casian an d Asian Am erican College Wom en*. *38*. https://doi.org/10.1023/A:1018802928210

Kotler, P. (1973). Atmospherics as a Marketing Tool. *Journal of Retailing*, *49*(4), 48–64.

Krippendorff, K. (2004). Reliability in Content Analysis. *Human Communication Research*, *30*(3), 411–433. https://doi.org/10.1111/j.1468-2958.2004.tb00738.x

Kumar, V., & Reinartz, W. (2016). Creating Enduring Customer Value. *Journal of Marketing*, *80*(6), 36–68. https://doi.org/10.1509/jm.15.0414

Langley, A. (1999). Strategies for Theorizing from Process Data. *Academy of Management*

Review, *24*(4), 691–710.

Laurent, G., & Kapferer, J. (1985). Consumer Involvement Profiles. *Journal of Marketing Research*, *22*(1), 41–53. https://doi.org/10.1300/J073v01n04_03

Law, D., Wong, C., & Yip, J. (2012). How does visual merchandising affect consumer affective response?: An intimate apparel experience. *European Journal of Marketing*, *46*(1), 112–133. https://doi.org/10.1108/03090561211189266

Law, D., & Yip, J. (2010). Profiling Chinese Hong Kong consumers' attitudes on the atmospheric management strategies adopted by intimate apparel retailers. *Journal of the Textile Institute*, *101*(2), 173–181. https://doi.org/10.1080/00405000802332685

Legard, R., Keegan, J., & Ward, K. (2003). In-depth interviews. In *Qualitative research practice: A guide for social science students and researchers* (pp. 138–169).

Lewis, J. (2018). The Myth of the Bra Burning Feminists of the Sixties. Retrieved November 26, 2019, from ThoughtCo website: https://www.thoughtco.com/bra-burning-feminists-3529832

Lindig, S. (2016). *The Evolution of Lingerie*. Retrieved from https://www.elle.com/fashion/trend-reports/g28532/evolution-of-lingerie/

LIZ. (2019). Retrieved from https://www.liz.com.br/?gclid=CjwKCAjwyqTqBRAyEiwA8K_4O58u5h_oDc8TD9SWBnUkg4UtTl0uzplWUj0MdwhGRpbSUbsbSzbZARoCGY4QAvD_BwE

Loungerie. (2019). Retrieved from https://www.loungerie.com.br/?gclid=CjwKCAjwyqTqBRAyEiwA8K_4O7VPcGEXeoi1NNdH3GfJlfWlCUtnemPX33yqb0Cx1shZIpZREL925BoC36AQAvD_BwE

Lutz, A. (2015). Victoria's Secret is under pressure to offer larger sizes. Business Insider. Retrieved from http://www.businessinsider.com/victorias-secret-plus-size-petitions-2015-2

Mahar, S., Salzarulo, P. A., & Daniel Wright, P. (2012). Using online pickup site inclusion policies to manage demand in retail/E-tail organizations. *Computers and Operations Research*, *39*(5), 991–999. https://doi.org/10.1016/j.cor.2011.06.011

Marlow, M. (2014). Writing scientific articles like a native English speaker: to ten tips for Portuguese speakers. *Clinics*, *63*(3), 153–157.

Marlow, M. (2016). Writing scientific articles like a native English speaker: concise writing for Portuguese speakers. *Clinics*, *71*(12), 684–686.

Miotto, A., & Parente, J. (2015). International Journal of Retail & Distribution Management Retail evolution model in emerging markets: apparel store formats in Brazil"Retail evolution model in emerging markets: apparel store formats in. *International Journal of Retail & Distribution Management*, *43*(2), 242–260. Retrieved from http://dx.doi.org/10.1108/IJRDM-03-2012-0025%5Cnhttp://%5Cnhttp://dx.doi.org/10.1108/%5Cnhttp://dx.doi.org/10.1108/IJRDM

-09-2012-0079

Mitchell, V. (1999). Consumer perceived risk: conceptualisations and models. *European Journal of Marketing*, *33*(1/2), 163–195. https://doi.org/10.1108/03090569910249229

Mower, J. M., Kim, M., & Childs, M. L. (2012). Exterior atmospherics and consumer behavior: Influence of landscaping and window display. *Journal of Fashion Marketing and Management*, *16*(4), 442–453. https://doi.org/10.1108/13612021211265836

Neslin, S. A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M. L., Thomas, J. S., & Verhoef, P. C. (2006). Challenges and opportunities in multichannel customer management. *Journal of Service Research*, *9*(2), 95–112. https://doi.org/10.1177/1094670506293559

Neslin, S., Jerath, K., Bodapati, A., Bradlow, E., Deighton, J., Gensler, S., … Zhang, Z. (2014). The interrelationships between brand and channel choice. *Marketing Letters*, *25*(3), 319–330. https://doi.org/10.1007/s11002-014-9305-2

Oh, L.-B., & Teo, H.-H. (2010). Consumer Value Co-creation in a Hybrid Commerce Service-Delivery System. *International Journal of Electronic Commerce*, *14*(3), 35–62. https://doi.org/10.2753/jec1086-4415140303

Park, C., Jaworski, B., & Maclnnis, D. (1986). Strategic Brand Concept-Ima Management. *American Marketing Association*, *50*(4), 135–145.

Patton, M. (2002). Qualitative Interviewing. In *Qualitative Design and Data Collection* (pp. 339–384). California: SAGE Publications Inc.

Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the Special Issue Information Technology in Retail: Toward Omnichannel Retailing. *International Journal of Electronic Commerce*, *18*(4), 5–16. https://doi.org/10.2753/JEC1086-4415180400

Ponto da Lingerie. (2019). Retrieved from https://www.pontodalingerie.com.br/

Porter, M. (1985). *Competitive Advantage* (13th ed.). New York: The Free Press.

Rede Nossa São Paulo. (2012). Renda média do trabalho por subprefeitura. Retrieved from https://www.redesocialdecidades.org.br/br/SP/sao-paulo/regiao/freguesia-do-o-brasilandia/renda-media-do-trabalho

Richards, E. A., & Sturman, S. S. (1977). *Segmentation Life-Style*. *41*(4), 89–91.

Sandelowski, M., & Barroso, J. (2003). Classifying the findings in qualitative studies. *Qualitative Health Research*, *13*(7), 905–923. https://doi.org/10.1177/1049732303253488

Schlossberg, M. (2015). ow Victoria's Secret's core customers have completely changed. Retrieved from http://www.businessinsider.com/victorias-secrets-crazy-history-2015-7

Shankar, V., Inman, J. J., Mantrala, M., Kelley, E., & Rizley, R. (2011). Innovations in shopper marketing: Current insights and future research issues. *Journal of Retailing*, *87*(SUPPL. 1), S29–S42. https://doi.org/10.1016/j.jretai.2011.04.007

Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why We Buy What We Buy: A Theory of Consumption Values: Discovery Service for Air Force Institute of Technology. *Journal of Business Research*, *22*(2), 159–170. Retrieved from http://eds.b.ebscohost.com.afit.idm.oclc.org/eds/detail/detail?vid=3&sid=c553a916-c484-4f2b-8f4a-263242c3e223%40sessionmgr120&bdata=JnNpdGU9ZWRzLWxpdmU%3D#AN=17292155&db=bth

Silva, A., Morais, A. De, Hoeckesfeld, L., Mussi, C. C., & Grosso, M. (2019). *mnichannel como estratégia de inovação no varejo de moda jovem no Brasil 1*. 264–291.

Smith, J. B., & Colgate, M. (2007). Customer Value Creation: A Practical Framework. *Journal of Marketing Theory and Practice*, *15*(1), 7–23. https://doi.org/10.2753/MTP1069-6679150101

Stern, L. W. (1964). Approaches to Achieving Retail Price Stability. *Business Horizons*, *7*(3), 75–86. https://doi.org/10.1016/s0007-6813(64)80008-2

Sunhilde, C. (2011). Achieving competitive advantage through using an integrated multi-selling model. The case from Romanian linjerie producer: Jolidon. *Journal of Electrical and Electronics Engineering*, *4*(1), 39–42.

Ticianel, M. A. (2007). *Diferentes imagens de enunciatário em anúncios de lingerie São Paulo São Paulo* (Universidade de São Paulo). Retrieved from https://teses.usp.br/teses/disponiveis/8/8139/tde-26052008-145702/publico/DISSERTACAO_MARGARETE_APARECIDA_TICIANEL.pdf

Tsarenko, Y., & Lo, C. J. (2017). A portrait of intimate apparel female shoppers: A segmentation study. *Australasian Marketing Journal*, *25*(1), 67–75. https://doi.org/10.1016/j.ausmj.2017.01.004

Turley, L. W., & Chebat, J.-C. (2005). Linking Retail Strategy, Atmospheric Design and Shopping Behaviour. *Journal of Marketing Management*, *18*(1–2), 125–144. https://doi.org/10.1362/0267257022775891

Turley, L. W., & Milliman, R. E. (2000). Atmospheric effects on shopping behavior: A review of the experimental evidence. *Journal of Business Research*, *49*(2), 193–211. https://doi.org/10.1016/S0148-2963(99)00010-7

Ulaga, W. (2003). Capturing value creation in business relationships: A customer perspective. *Industrial Marketing Management*, *32*(8), 677–693. https://doi.org/10.1016/j.indmarman.2003.06.008

Vaismoradi, M., Turunen, H., & Bondas, T. (2013). Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. *Nursing and Health Sciences*, *15*(3), 398–405. https://doi.org/10.1111/nhs.12048

Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From Multi-Channel Retailing to Omni-Channel Retailing. Introduction to the Special Issue on Multi-Channel Retailing. *Journal of Retailing*, *91*(2), 174–181. https://doi.org/10.1016/j.jretai.2015.02.005

Woodall, T. (2003). Conceptualising Value for the Customer: An Attributional, Structural and Dispositional Analysis. *Academy of Marketing Science Review Review*, *12*(5), 1–42.

Woodruff, R. (1997). Customer Value: The Next Source for Competitive Advantage. *Journal of the Academy of Marketing Science*, *25*(3), 256–256. https://doi.org/10.1177/0092070397253006

World War 2: Underwear and uniform. (1939). Retrieved from https://www.telegraph.co.uk/history/world-war-two/6082232/World-War-2-Underwear-and-uniform.html

Yip, J., Chan, H. H. T., Kwan, B., & Law, D. (2011). Influence of appearance orientation, BI and purchase intention on customer expectations of service quality in Hong Kong intimate apparel retailing. *Total Quality Management and Business Excellence*, *22*(10), 1105–1118. https://doi.org/10.1080/14783363.2011.593904

Yojo, A. S., Curvelo, I., Yoda, F., & Marinho, B. (2017). Confiança em Marketplaces Online. *SEMEAD XIX*, (2017), 16. Retrieved from https://bdpi.usp.br/item/002862656

Yojo, A. S., Vital Moreira, B., & Veloso, A. R. (2018). MYSTERY SHOPPING NO VAREJO DE LINGERIE. *Semead XXI*, 16. Retrieved from https://bdpi.usp.br/item/002910436

Zeithaml, V. (1988). Consumer Perceptions of Price, Quality, and Value. *Journal of Marketing*, *52*(3), 2–22. Retrieved from http://www.jstor.org/stable/1251446

Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., & Weitz, B. A. (2010). Crafting integrated multichannel retailing strategies. *Journal of Interactive Marketing*, *24*(2), 168–180. https://doi.org/10.1016/j.intmar.2010.02.002

APPENDIX

I. Research Protocol

Project Title:

Customer Value Creation in an Omnichannel Environment
A study in the intimate apparel industry

A. Researchers' Personal Information

Prof. Dra. Ana Akemi Ikeda
RG:
CPF:
Telefone:
Endereço: Av. Professor Luciano Gualberto, 908 - Cidade Universitária
Lattes CV: http://lattes.cnpq.br/4594305655072337

Angela Satiko Yojo
RG:
CPF:
Telefone:
Endereço: Av. Professor Luciano Gualberto, 908 - Cidade Universitária
Lattes CV: http://lattes.cnpq.br/5309476350259468

B. Universidade de São Paulo Leadership

Prof. Vahan Agopyan, Ph.D.: President of Universidade de São Paulo

Prof. Fábio Frezatti, Ph.D: Dean of Faculdade de Economia, Administração e Contabilidade

Prof. Moacir de Miranda Oliveira Junior, Ph.D.: Head of the Business Department

Prof. Eduardo Kazuo Kayo, Ph.D.: Coordinator of the Business Graduate Program

C. Research Objectives

The main objective of this study is to identify sources of customer value creation across various marketing channels according to industry and customer characteristics.

Achieving this research objective requires answering the following research questions:

- RQ1: Which industry characteristics affect customer value creation?
- RQ2: Which customer characteristics influence customer value creation?
- RQ3: How do marketing channels impact customer value creation?
- RQ4: How do customers choose retailer brand and marketing channels in an omnichannel environment?

D. Analysis of the Possible Risk to the Participants

The present study is based on in-depth interviews and projective methods as data collection techniques. Therefore, risks to interviewees are found to be almost nonexistent.

E. Interview Protocol

Participants characteristics:

- Undergraduate and above level of study professionals from the selected retailing companies that are involved or in any way responsible for their company's channel integration strategies.
- Female intimate apparel consumers from age 18 and above with relative propensity to spend (Law & Yip, 2010), ability to purchase freely and economical means to do so (Hume and Mills, 2013).

Interview Guide:

Please refer to section II of this Appendix.

Consent Form:

Please refer to section III of this Appendix

F. Analysis Protocol

Analysis method included thematic analysis (Vaismoradi et al., 2013) and visual mapping (Langley, 1999).

G. Time and Location of the Research

We chose time and location of the interviews in accordance to the participants' convenience. All interviews took place in the city of São Paulo from August 28th, 2018 to September 25th, 2018. All customer interviews and Company 2's interview happened in person and Company 1's interview through a phone call.

II. Interview Guides

A. Consumer In-depth Interview Guide

Quebra-Gelo

→ Obrigada por aceitar participar desta pesquisa para a minha dissertação de mestrado. Teremos uma conversa de 1 a 2 horas sobre a compra de produtos da categoria lingerie. Para que eu possa analisar os dados depois, você pode me dar sua autorização para gravar esta conversa?

LIGAR O GRAVADOR

→ Obrigada, por favor, agora você poderia assinar o termo de aceitação da pesquisa? Todas as informações coletadas hoje serão tratadas em conjunto com as demais entrevistas e sua identidade permanecerá em sigilo. No trabalho colocaremos pseudônimos e descreveremos somente variáveis demográficas como profissão, idade, etc. Utilizaremos também algumas imagens para facilitar a conversa e os grupos de imagens formados serão fotografados. Tudo bem para você?

ENTREGAR O TERMO DE ACEITAÇÃO

→ Bom, _____. Obrigada mais uma vez. Qual a sua idade?

→ Para começar, pode me mostrar as imagens que pedi para trazer?

- 1 imagem sobre como você se vê
- 1 imagem sobre o que significa o termo lingerie para você
- 2 imagens que representem o papel do produto lingerie na sua vida
- 2 imagens que mostram razões ou ocasiões que te levam a comprar lingerie

→ Obrigada, agora você pode me explicar o que significa cada imagem?

→ Com qual frequência você compra lingerie?

→ Pode me falar seu manequim? Você acha fácil ou difícil achar lingerie do seu tamanho?

Processo de Compra

→ **Agora vamos conversar sobre os tipos de lingerie que existem e como você os agrupa.**

MOSTRAR AS FOTOS DOS TIPOS DE LINGERIE

→ Como você dividiria as fotos de lingeries apresentadas? Por que você dividiu desta forma? Pode me dizer seus critérios? Como você nomearia estes grupos?

ESCREVER OS NOMES DOS GRUPOS, COLOCÁ-LOS NOS GRUPOS

FOTOGRAFAR OS GRUPOS E DEIXAR FÁCEIS OS NOMES DELES EM UM PAPEL

→ Agora por favor divida em dois grupos apenas. Por que você dividiu assim? Como você nomearia estes grupos?

ESCREVER OS NOMES DOS GRUPOS, COLOCÁ-LOS NOS GRUPOS

FOTOGRAFAR OS GRUPOS E DEIXAR FÁCEIS OS NOMES DELES EM UM PAPEL

→ Você age diferente quando você compra lingerie de um tipo ou de outro? Por que?

→ Agora queria que você me falasse um pouco sobre as motivações que te levam a compra lingerie.

→ Quais são as razões que te levam a comprar lingerie?

MOSTRAR AS FOTOS DAS OCASIÕES DE COMPRA

→ Tem alguma ocasião de compra ou razão para comprar lingerie faltando aqui nestas imagens? Qual? Pode me falar um pouco sobre ela?

→ Por favor, agrupe as ocasiões em grupos. Pode me dizer porque dividiu nestes grupos? Quais foram seus critérios? Como você nomearia cada grupo?

ESCREVER OS NOMES DOS GRUPOS, COLOCÁ-LOS NOS GRUPOS

FOTOGRAFAR OS GRUPOS E DEIXAR FÁCEIS OS NOMES DELES EM UM PAPEL

→ Agora agrupe as imagens em apenas 2 grupos. Por que você dividiu assim? Quais foram os seus critérios? Como você nomearia cada grupo?

ESCREVER OS NOMES DOS GRUPOS, COLOCÁ-LOS NOS GRUPOS

FOTOGRAFAR OS GRUPOS E DEIXAR FÁCEIS OS NOMES DELES EM UM PAPEL

→ Você age diferente quando você compra lingerie para alguma destas ocasiões? Por que?

O Ambiente de Compra

Momento Pré-Compra

→ Agora vamos falar sobre os tipos de loja em que você compra lingerie, ok?

MOSTRAR TIPOS DE LOJA

→ Quais são os tipos de loja em que você já comprou lingerie? Pode me falar um pouco sobre a experiência em cada uma? São agradáveis, varia de acordo com o tipo de loja, com o tipo de motivo que te leva a comprar, com o tipo de produto que busca… Quais são as vantagens e desvantagens principais de cada tipo de loja?

IR LOJA A LOJA E EXPLORAR O QUE CRIA VALOR

→ O que você valoriza neste tipo de loja? E nesse? → Você não compra neste tipo de loja, certo? Por que? O que te faria comprar nela?

JÁ COMPROU ONLINE	**NUNCA COMPROU ONLINE**
BUSCAR ANTECEDENTES DA COMPRA	BUSCAR BARREIRAS À COMPRA

LOJA X TIPO
→ Agora, lembrando os tipos de loja que você frequenta, que são estes aqui. Você muda o tipo de loja que você vai de acordo com o tipo de lingerie que você vai comprar? Por quê? → E o modo como você compra, muda?

LOJA X OCASIÃO
→ Agora, lembrando os tipos de loja que você frequenta, que são estes aqui. Você muda o tipo de loja que você vai de acordo com a ocasião para a qual você está comprando? Por que? → E o modo como você compra, muda?

→ Você conhece o termo Omnichannel ou Omnicanal? O que ele significa para você?

JÁ COMPROU ONLINE	**NUNCA COMPROU ONLINE**
Você já comprou lingerie online certo? Eles tinha um serviço de experimentar em uma guide shop, fazer a compra e receber em casa? Se tivesse seria um diferencial?	Você nunca comprou lingerie em loja online mas compraria se pudesse experimentar em uma guide shop e receber depois (PSOS)?
Eles permitiam trocar em uma loja física depois? Se pudesse, você enxergaria como uma vantagem?	E se pudesse trocar em uma loja física depois?
Você já teve problemas com uma compra online? E uma compra online de lingerie? Pode me falar um pouco sobre isso?	Pode me contar um caso que já te aconteceu com outras compras online e que seria muito ruim se fosse com lingerie?
Você acha que lingerie é um produto fácil de comprar online? Por quê? E se fosse por omnicanal ajudaria? Por quê? O que te ajudaria a comprar lingerie online?	

→ Já estamos acabando! Agora algumas perguntas sobre você, tudo bem?

- Você tem alguma religião? Crença ou Filosofia de vida específica?
- Idade?
- Estado Civil?
- Escolaridade? Onde você cursou o colegial? Última instituição em que estudou?
- Profissão? Instituição em que estudou?

- Filhos? Qual a idade deles? Onde estudam?
- Com quem você mora? Pais, irmãos, amigos, filhos, parceiro, outros familiares?
- Cidade e Bairro?

B. Lingerie Professionals In-depth Interview Guide

Quebra-Gelo

- Agradecer
- Avisar que vai gravar
- Pedir para assinar o termo de aceitação da Pesquisa
- Perguntar o que ele acha que seria interessante perguntar para a consumidora na segunda fase da entrevista.
- Você acha que criar valor para o cliente cria valor para a empresa?
- Por que estão neste setor? Conte sobre como a empresa começou.
- Você está familiarizado com o termo omnicanal? O que ele significa para você?
- Por que vocês resolveram tornar-se omnicanal? / OU TER PRESENÇA ONLINE?
- Como está o negócio do ponto de vista de integração do canal online com o offline? (vai bem, vai mal, vale a pena, não está muito bem mas tem perspectivas, não mudou muito o custo e nem o faturamento ainda) OU SE NÃO HÁ INTEGRAÇÃO, POR QUE NÃO HÁ? (QUESTÕES TÉCNICAS, NÃO SE ADAPTA AO PRODUTO, NÃO SE ADAPTA AO SEGMENTO DE CLIENTE)
- O que uma empresa precisa saber para implantar a sua estratégia omnicanal? / OU TER PRESENÇA ONLINE?

Fatores de Vantagem Competitiva e Sucesso

- O que você acha que diferencia a sua empresa dos seus concorrentes? Por quê?
- Como e quando a empresa expandiu?
- Você acha que o fato de oferecer a oportunidade para comprar online e retirar na loja e comprar na loja e receber em casa é um fator que diferencia / DIFERENCIARIA sua empresa da concorrência? É um fator de sucesso?
- O que o(a) sr(a). considera como o principal produto oferecido pela sua empresa? (O produto em si, o serviço prestado, a experiência…)

Estratégia, Táticas e Eficiência Operacional

- Você poderia descrever o que considera a estratégia geral da sua empresa?
- Quais são suas táticas para desenvolver esta estratégia?
- Como sua empresa alcança eficiência operacional?
- Como a atmosfera da sua loja (visual interno, externo, atendimento) refletem sua estratégia?

- Como foi a implementação das estratégias de integração de canais? OU COMO FOI A IMPLEMENTAÇÃO DA PRESENÇA ONLINE? Quais as maiores dificuldades e lições aprendidas? Poderia fornecer alguns exemplos?

Consumidores / Satisfação

- Como são suas consumidoras de lingerie? Poderia descrevê-las?
- Consumidoras Online, Offline e Omnicanal são diferentes? Por quê? Uma mesma consumidora costuma variar os canais ou ser fiel a um tipo?
- O que leva uma consumidora a comprar ONLINE OU OMNICANAL e quais são as barreiras das que não compram? Como sua empresa lida com isso?
- Suas consumidoras estão satisfeitas com sua empresa? Por quê?
- Na sua opinião, o que traz valor para a consumidora? Por quê?
- A consumidora comporta-se diferente de acordo com o produto que ela compra?
- Ou de acordo com a razão pela qual ela vem à loja? (dia dos namorados, aniversário de namoro, gravidez, esporte, trabalho…)
- Você acha que a razão pela qual ela compra muda o canal de venda pelo qual ela decide comprar? (roupa íntima para casa/trabalho → online e roupas sensuais → ao vivo ou ao contrário?)
- Seus vendedores perguntam o que ela procura? Ou perguntam para que ela vai usar?
- O que faz uma consumidora ser fiel à sua loja?
- Sua cliente enxerga sua loja física e online como uma única entidade?
- Caso haja divergência de preço entre a loja física e a online como lidam com isso?
- Você acredita que lingerie para seios maiores são menos sensuais e mais funcionais?
- Você acredita que suas consumidoras estão satisfeitas com a sua loja? Por quê?
- Quais são suas formas de monitorar a satisfação do consumidor?
- Você acha que o BOPS e o PSOS traz novos clientes ou ajuda a melhorar a vida dos atuais? Por quê?
- Ainda existe um tabu a respeito de produtos sensuais? Como a empresa lida com isso? Produtos sensuais são vendidos por que canal? Online, Offline ou Omnicanal?

Concorrentes

- Quem são seus principais concorrentes?
- Como você monitora seus concorrentes?
- Por que você considera estes os seus concorrente? (Por causa dos canais de venda, da qualidade dos produtos ou do perfil da consumidora?)

Produto / Posicionamento e Branding

- Como são categorizados os produtos dentro da sua loja? (material, finalidade de uso, preço...)
- Quais os cuidados que a sua empresa tem para escolher os produtos que vão vender?
- Por que existe esse cuidado? Isso tem a ver com a imagem da empresa?
- Quais são suas principais 'famílias' de produtos? Por que você as separa assim? (mesmos fornecedores, mesmo público)

Futuro - Qual a rota para o sucesso e perspectivas para o futuro?

- Como você enxerga os efeitos da valorização da diversidade dentro da sua empresa? (funcionários e clientes)
- Você acredita que além do público feminino em si deve-se considerar outros para desenhar a estratégia de varejo de lingerie? Quais?
- O que você acha do público plus size para lingerie?
- Você acha que é um público grande o suficiente para tratar como um segmento específico?
- Ou será que não deveria ter um segmento específico? Deveriam somente aumentar a grade dos produtos correntes?
- Você acredita que pessoas plus-size sentem-se confortáveis na sua loja?
- E quanto ao público LGBTQ? Ele deve ter produtos e comunicação específica para eles?

Fechamento

- Agradecer
- Relembrar que na próxima fase teremos entrevistas em profundidade com consumidoras e que os resultados poderão ser apresentados para as empresas participantes.
- Perguntar se tem mais alguma coisa que eles queiram perguntar para o consumidor
- Colocar-se à disposição para perguntas ou adendos a entrevista
- Agradecer mais uma vez

III. Consent Forms

Please refer to the next two pages.

Termo de Consentimento - Empresa

Título da Dissertação: Criação de Valor na Indústria de Lingerie: Uma investigação no Varejo Omnichannel
Pesquisadora e Orientadora: Angela Yojo e Prof. Dra. Ana Ikeda (FEA USP)

1. **Natureza da pesquisa**: o *sr(sra.) está sendo convidado(a) a participar de uma pesquisa de dissertação de mestrado, que tem por finalidade compreender como ocorre o fenômeno da criação de valor para a consumidora por meio de estratégias de varejo cross-canal no mercado de roupas íntimas.*
2. **Fontes de informações**: *atores que (1) tenham conhecimento e/ou estejam envolvidos com processos de integração de canais e atividades cross-canais da empresa ou (2) tenham conhecimento do perfil do consumidor de roupas íntimas*
3. **Participação na pesquisa**: *ao concordar participar deste estudo o(a) sr(sra) permitirá que a pesquisadora se utilize dos dados coletados na entrevista para a sua dissertação de mestrado. Se julgar oportuno poderá solicitar informações adicionais sobre a pesquisa pelo telefone ou e-mail da pesquisadora ou orientadora a qualquer tempo. E em caso de desistência basta nos informar e suas informações serão omitidas.*
4. **Sobre as entrevistas**: *serão gravadas, transcritas e apresentadas ao entrevistado(a) para apreciação caso solicitado.*
5. **Confidencialidade:** *caso deseje manter sua confidencialidade, seu nome será ocultado, recebendo uma nomeação genérica, "Entrevistado 1", por exemplo.*
6. **Benefícios**: *espera-se que este estudo lhe permita reflexões a respeito de formas de criação de valor para o cliente e consequentemente, para o varejista por meio de estratégias de integração de canais. Como agradecimento, lhe será oferecida uma cópia digital do trabalho final e também a análise dos dados da pesquisa.*
7. **Despesas**: *Não há expectativas de despesas por parte do participante e tampouco do pesquisador nesta fase de pesquisa.*

Consentimento Livre e Esclarecido

Tendo em vista os itens acima apresentados, eu, de forma livre e esclarecida, manifesto meu consentimento em participar da pesquisa. Declaro que recebi cópia deste termo de consentimento, e autorizo a realização da pesquisa e de sua divulgação ( ) sem ocultação de nome ( ) com ocultação do nome.

_____

Local e Data

_____

Nome e Assinatura do (a) Participante da Pesquisa

_____

Nome e Assinatura do Pesquisador

Termo de Consentimento - Consumidora

Título da Dissertação: Criação de Valor na Indústria de Lingerie: Uma investigação no Varejo Omnichannel
Pesquisadora e Orientadora: Angela Yojo e Prof. Dra. Ana Ikeda (FEA USP)

1. **Natureza da pesquisa**: a *sra. está sendo convidada a participar de uma pesquisa de dissertação de mestrado, que tem por finalidade compreender como ocorre o fenômeno da criação de valor para a consumidora por meio de estratégias de varejo cross-canal no mercado de roupas íntimas.*
2. **Fontes de informações**: *consumidoras de roupas íntimas com idade superior a 24 anos e que tenham condições (financeiras ou outras relevantes) de realizar suas compras livremente.*
3. **Participação na pesquisa**: *ao concordar participar deste estudo a sra permitirá que a pesquisadora se utilize dos dados coletados na entrevista para a sua dissertação de mestrado. Se julgar oportuno poderá solicitar informações adicionais sobre a pesquisa pelo telefone ou e-mail da pesquisadora ou orientadora a qualquer tempo. E em caso de desistência basta nos informar e suas informações serão omitidas.*
4. **Sobre as entrevistas**: *serão gravadas, transcritas e apresentadas à entrevistada para apreciação caso solicitado.*
5. **Confidencialidade:** *caso deseje manter sua confidencialidade, seu nome será ocultado, recebendo uma nomeação genérica, "Entrevistada 1", por exemplo.*
6. **Benefícios**: *espera-se que este estudo lhe permita reflexões a respeito de seus hábitos de consumo de lingerie e também do que lhe traz prazer em suas jornadas de compra, bem como o seu relacionamento com esta categoria de produtos tão delicados e essenciais para as mulheres. Como agradecimento, lhe será oferecida uma cópia digital do trabalho final e também a análise dos dados da pesquisa.*
7. **Despesas**: *Não há expectativas de despesas por parte da participante e tampouco da pesquisadora nesta fase de pesquisa*.

Consentimento Livre e Esclarecido

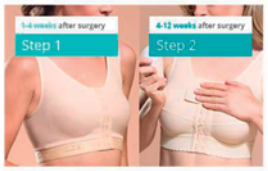
Tendo em vista os itens acima apresentados, eu, de forma livre e esclarecida, manifesto meu consentimento em participar da pesquisa. Declaro que recebi cópia deste termo de consentimento, e autorizo a realização da pesquisa e de sua divulgação ( ) sem ocultação de nome ( ) com ocultação do nome.

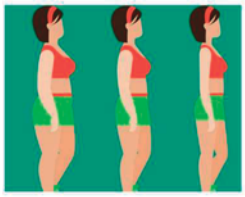
_____
Local e Data

_____
Nome e Assinatura da Participante da Pesquisa

_____
Nome e Assinatura da Pesquisadora

IV. Reasons to Purchase Images

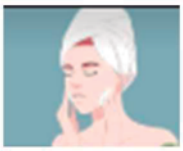
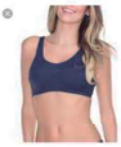
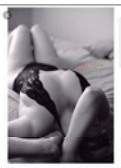
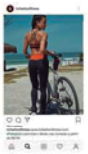
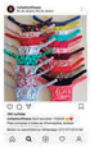
Everyday (Work) Events	Everyday (Home) Moments	Health-related events (e.g. surgery)	Sports Moments
Dewsnap & Hart (2004)	Tsarenko & Lo (2017), Dewsnap & Hart (2004)	Hummers & Mills (2013), Hart & Dewsnap (2001)	Tsarenko & Lo (2017)
			
			
			

Change of Physiology events (e.g. aging)	Pregnancy/Childbearing events	Product Deterioration	Size and Style Availability
Tsarenko & Lo (2017), Yip et al (2011), Dewsnap & Hart (2004)	Hart & Dewsnap (2001)	Law et al (2012), Yip et al (2011), Bacha et al (2010), Hart & Dewsnap (2001), Dewsnap & Hart (2004)	Bacha et al (2010), Dewsnap & Hart (2004)
			
			
			

Self-indulgence	Gift-giving	Relationship Events (e.g. anniversaries)	Seduction Intentions (Pleasing someone)	Social Occasions (e.g. to fit outerwear)
Tsarenko & Lo (2017), Humes & Mills (2013), Yip et al (2011), Dewsnap & Hart (2004), Hart & Dewsnap (2001)	Humes & Mills (2013)	Humes & Mills (2013), Yip et al (2011), Bacha et al (2010)	Tsarenko & Lo (2017), Hummers & Mills (2013), Yip et al (2011), Bacha et al (2010), Dewsnap & Hart (2001)	Tsarenko & Lo (2017), Law et al (2012), Yip et al (2011), Dewsnap & Hart (2004), Hart & Dewsnap (2001)
				
				
				

Source: Google Images

V. Interviewees Images

como você se vê	o que significa o termo lingerie para você	o papel do produto lingerie na sua vida		razões ou ocasiões que te levam a comprar lingerie	
					
PICTURE OF HERSELF WHEN SHE WAS THINNER					
					
PICTURE OF HERSELF IN THE GYM					
					
					
PICTURE OF HERSELF WITH FRIENDS AT A CONCERT					
PICTURE OF HERSELF WITH NATURAL CURLY HAIR IN A MUSIC FESTIVAL, DANCING					
					
 					

como você se vê	o que significa o termo lingerie para você	o papel do produto lingerie na sua vida		razões ou ocasiões que te levam a comprar lingerie	
PICTURE OF HERSELF IN THE PARK, FEELING GOOD ABOUT HERSELF					
PICTURE OF HERSELF FEELING GOOD ABOUT HERSELF, IN A WORK EVENT, SMILING					
PICTURE OF HERSELF IN A WEDDING, WITH A LONG DRESS					
PICTURE OF HERSELF DURING A TRIP TO THE WOODS					