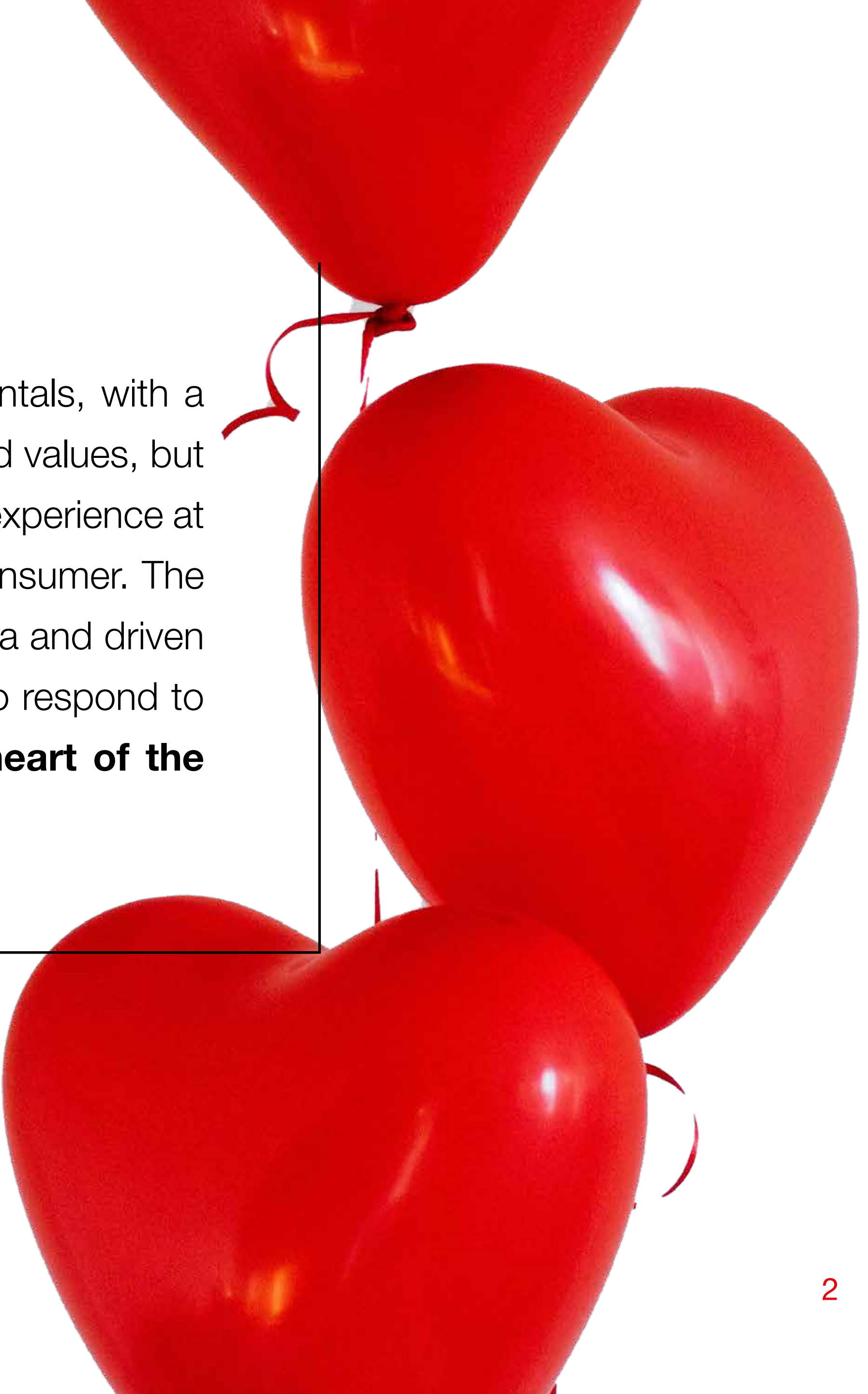
A close-up photograph of a woman's shoulder and upper chest. She has dark hair and is wearing a white strapless top. On her left shoulder, there is a heart-shaped tattoo with the words "love brand" written in a cursive script inside it.

# LOVE BRAND

**BOOST BRAND DESIRABILITY  
THROUGH CUSTOMER SERVICE**

**BlueLink**

Three red heart-shaped balloons are positioned on the right side of the slide. One balloon is at the top, and two are below it, slightly overlapping. They are tied with red ribbons.

Being a “love brand” means taking care of your fundamentals, with a clear and assertive brand identity based on your culture and values, but also offering a flawless, engaging and emotional customer experience at every point of contact, bringing real added value to the consumer. The contemporary era is conversational, shaped by social media and driven by a desire for sharing and for achieving one’s potential. To respond to this quest, **the relational dimension must be at the heart of the customer experience.**

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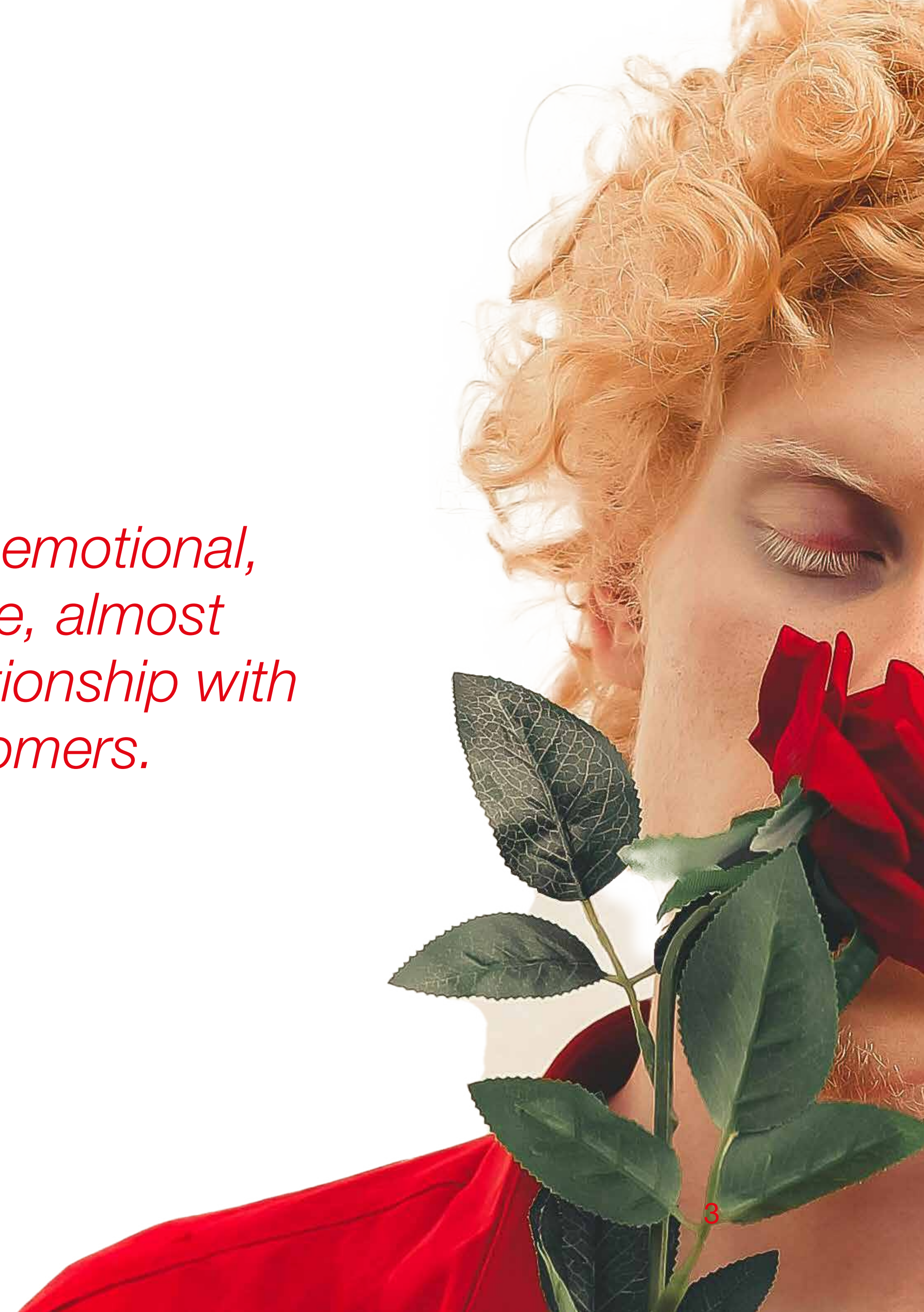
Zoran Jelkic,  
CEO of the BlueLink Group



Air France, Apple, Barbie, Club Med, Disney, Google, Hermès, Ikea, Lego, Nike, Porsche, Veja, Sezane... The loyal customers of these love brands feel such a strong and exclusive emotional attachment to them that they become part of their personal identity. This unbridled passion has a positive influence on their purchasing choices, their loyalty and even their state of mind.

To be or to become a desirable brand; a 'love brand'; is a must that depends on the ability **creating an emotional, affectionate, almost romantic relationship with its customers.** This kind of bond means that brands belong to those who love them, and it generates a strong sense of belonging, a loyalty that defies reason. For these brands, **the challenge is no longer simply to produce or distribute, but to exist through strong and unique positioning.**

*Creating an emotional,  
affectionate, almost  
romantic relationship with  
its customers.*







An Apple customer, for example, isn't just buying a phone or a laptop, they're buying a vision of the world where innovation and design transform the user experience. They identify with the brand and assimilate it into their personality and lifestyle. The object purchased and used must be a vehicle for meaning and enriching experiences.

With this in mind, the value of love brands lies in their ability to forge strong bonds with their customers at every stage of the customer journey.

How? That's the aim of this white paper, in which BlueLink's experts give you the keys to boosting your brand's desirability. Based on your marketing strategy, you need to focus on 3 key areas of customer service:

- **Sourcing and training**
- **Omnichannel approach and AI**
- **Measurement and continuous improvement**

A systemic vision of the customer experience, designed to understand and win the hearts and minds of your audiences for the long term, turning every contact into an opportunity for desirability, and thus becoming a love brand!

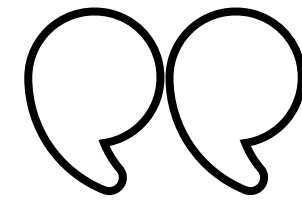




# **BRAND IMAGE AND POSITIONING**

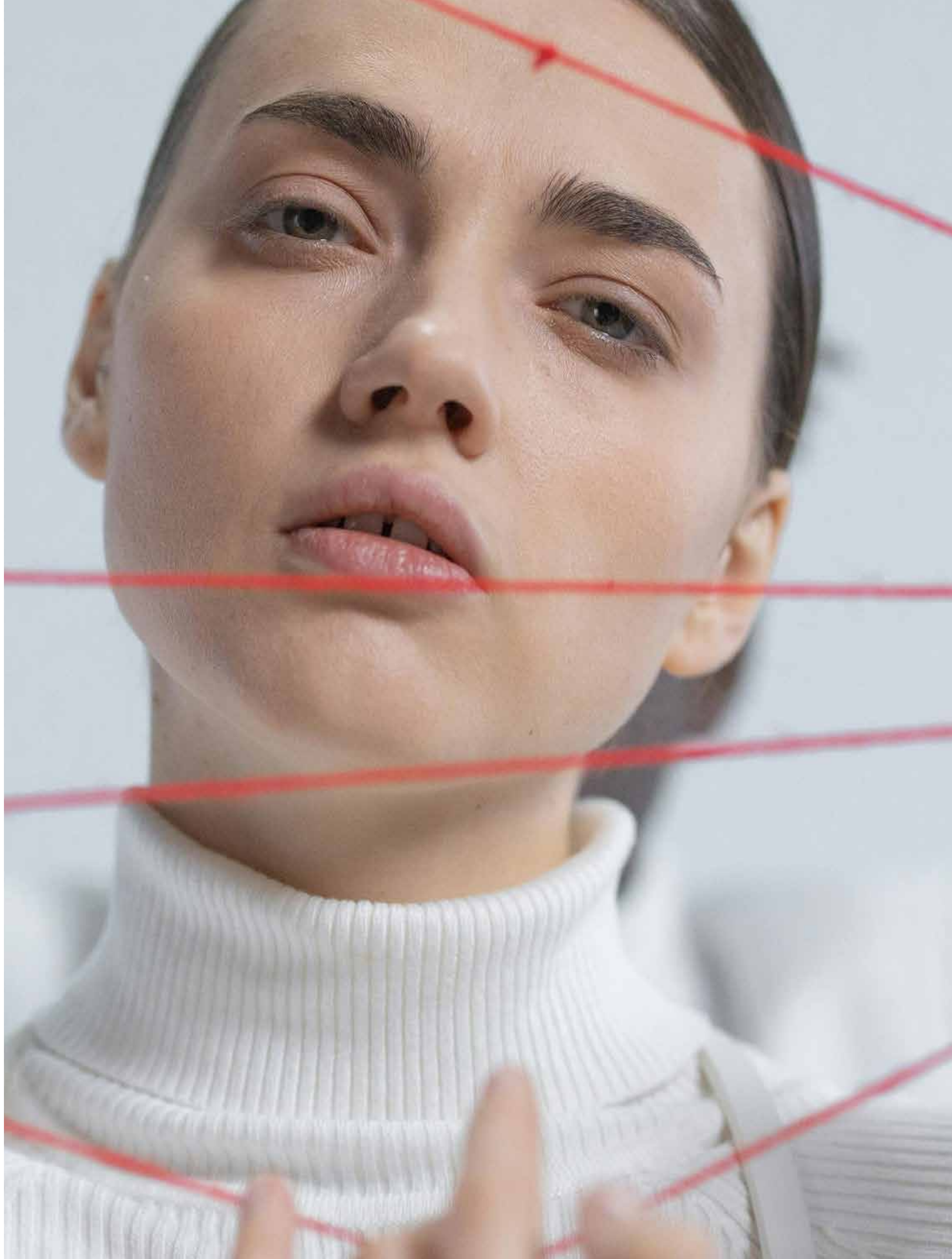
**Responding to the search for meaning**





A brand does not refer to trade,  
right from the onset, as one might  
think, but rather to civil status, to  
an original mark of individuality.

Michel Serres



**The brand is a mental reference point in its market, based on intangible assets. While products may disappear, the brand remains and evolves with its times.** It needs to be thought of as a personality and to have a unique place in its sector. It is this differentiation that legitimises its existence.

Those that succeed in conveying their ‘why’, their *raison d’être*, beyond what they sell, manage to inspire and create emotional resonance with their audience.

**Customers’ perceptions of the brand must be closely linked to its positioning.** With a strong correlation to the customer experience, its image depends on a number of concepts such as its reputation, its trustworthiness, the appreciation of the moments when each customer interacts with the brand, the way in which the brand does so and, finally, its notoriety, i.e. the degree to which consumers know about it.



Brand content must feed the storytelling element throughout the customer journey. It is based on a *raison d'être* and strong values that embrace the era and meet the expectations of customers in search of meaning. They are no longer consuming a mere product, but a way of being, a way of seeing things. **Brand lovers have gone beyond the need for having; their desire is for being.** This is why, for example, at BlueLink, for a prestigious *haute couture* house, it is genuine fashion-loving ambassadors who interact with the brand's customers. It's absolutely essential to speak the same language to create a affinity.

Giada Martufi,  
Communications & Brand Image Deputy Director





To become a love brand, it is also essential to respond to new societal expectations. Consumers are no longer content to simply buy products or services; they want their purchases to reflect their convictions and/or contribute to a greater good.

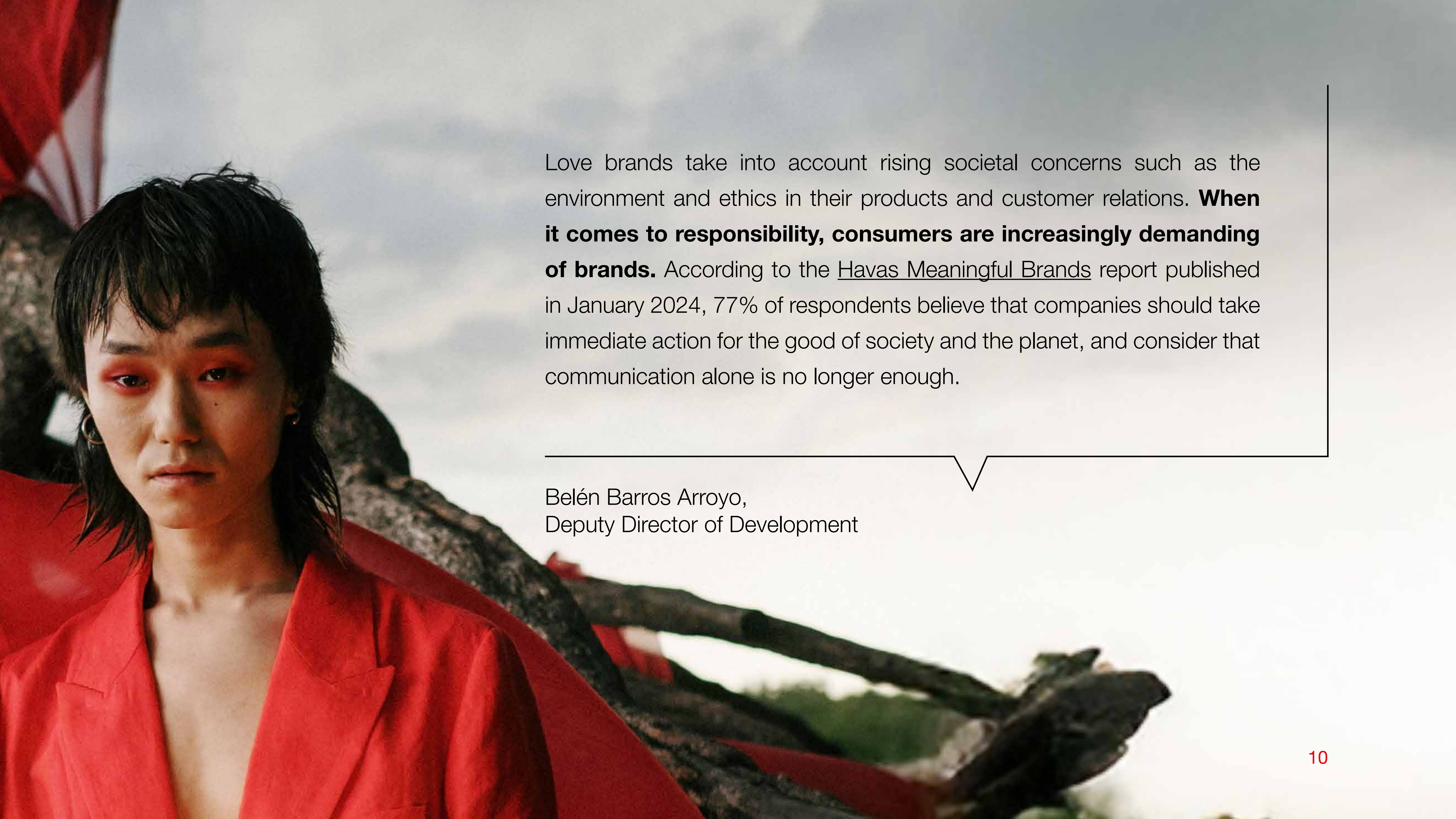
**Brands that are actively involved in social or environmental causes, brands that know who they are and what they are fighting for, forge stronger and more authentic bonds with their community of customers.** 'Brand lovers' see themselves as members of a large family, a tribe of loyal followers, who share a common identity and values.

Patagonia, for example, has established itself as a love brand, not only for the quality of its products, but above all for its commitment to environmental protection. Its counterintuitive 'Don't buy this jacket' campaign, encouraging consumers to think before they buy and to focus on sustainability, has boosted its desirability and its image as a responsible brand.

*'Brand lovers' see themselves as members of a large family, a tribe of loyal followers, who share a common identity and values.*







Love brands take into account rising societal concerns such as the environment and ethics in their products and customer relations. **When it comes to responsibility, consumers are increasingly demanding of brands.** According to the Havas Meaningful Brands report published in January 2024, 77% of respondents believe that companies should take immediate action for the good of society and the planet, and consider that communication alone is no longer enough.

Belén Barros Arroyo,  
Deputy Director of Development

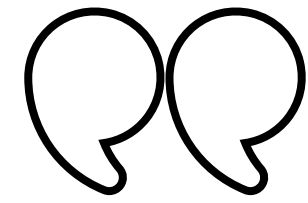




# SOURCING AND TRAINING

Working with teams who can tell a story





If you want to build a ship, teach  
them to yearn for the vast and  
endless sea.

Antoine de Saint-Exupéry



Even for already loyal customers, customer relations play a major role in the positioning and desirability of the brand for the long term. The quality of the experience depends on customers' perceptions. And if we consider that this quality is the result of the skill, expertise and engagement of our customer relations teams, it's easy to see how important it is to take care of them and treat them as well as actual customers.

**It is therefore essential for a love brand to nurture the relationship with its customer advisor teams both day-to-day and throughout the employee's career,** from recruitment through to induction, management and ongoing training.







Employees are central to the success of the customer experience, which is why the sourcing of future ambassador-advisors is fundamental. Listening skills, a service-orientated approach, empathy, discretion and excellent elocution are all prerequisites, as is a love of the brand's world. In addition to the technical aspects linked to the brand's tools, products and services, training must be consistent with the customer journey. **This service culture must be the cornerstone of the teams' work. It is fundamental and provides structure.** Behavioural and social skills known as 'soft skills' (emotional intelligence, communication skills, interpersonal skills, etc.) are fostered through role-playing exercises, and create firm roots in their day-to-day reality.

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Luc Blanchard,  
Human Resources Director



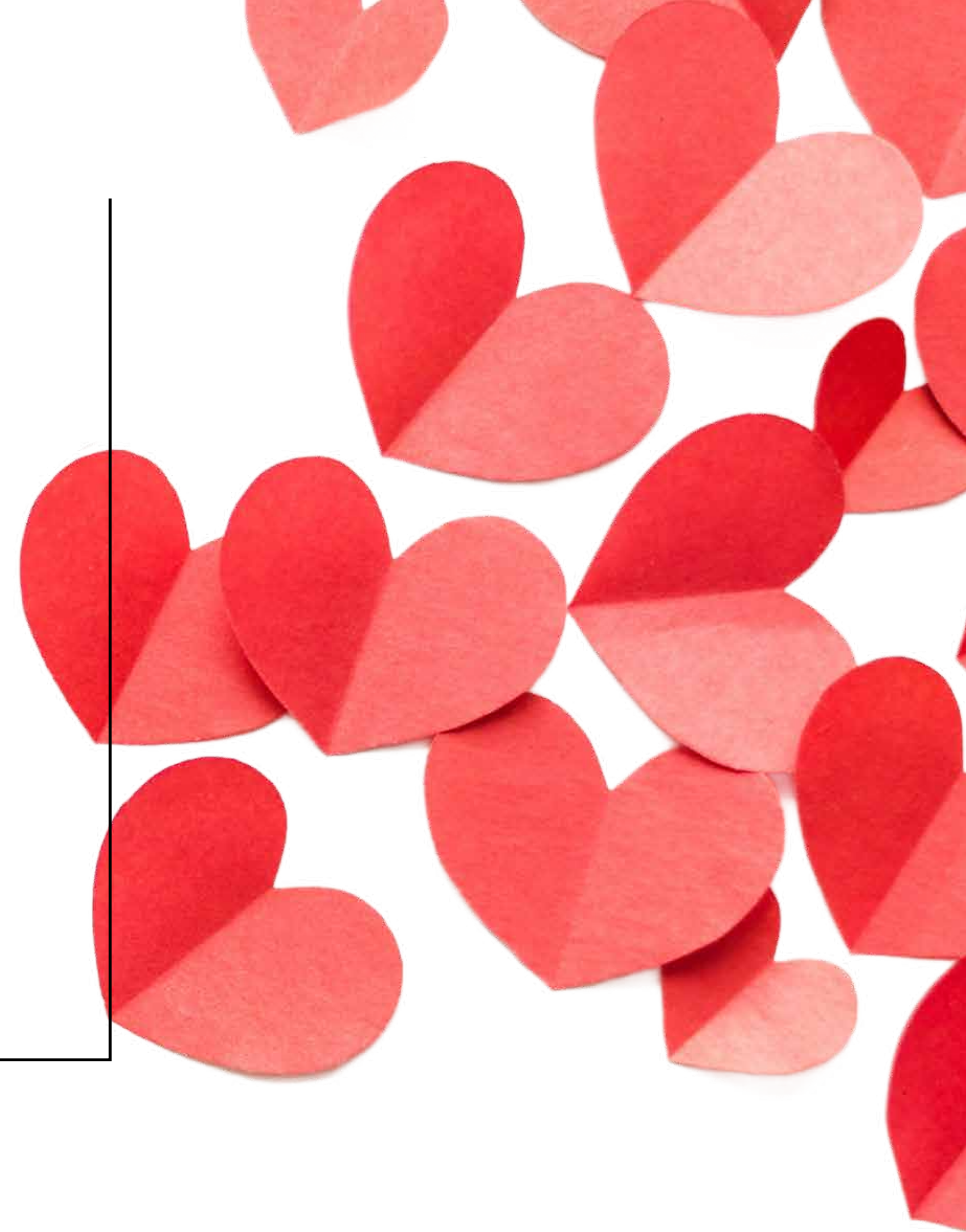


Leading by example, the love brand inspires the attitude and approach to adopt in the customer relationship. This conviction, the ‘Symétrie des Attentions’ (‘Symmetry of Attention’), a registered trademark of the Académie du Service, is based on the premise that **the quality of the relationship between a company and its customers is proportional to the quality of the relationship between that company and all its employees.**



The return on investment in customer relations is not a myth and there are tangible models to demonstrate this... At BlueLink, we tested Daniel Ray's matrix for one of our customers. This model makes the link between customer satisfaction and customer engagement for developing brand sales. We've succeeded in proving that if the customer advisor is effective, with a customer satisfaction between 7 and 9/10 during the interaction, this can generate additional sales of over 5% for the brand! **There's no doubt that employee engagement generates customer engagement!**

Marc Breiner,  
Customer Engagement Director







Mirroring the expectations and concerns of consumers, customer relations **teams need to be aware of the societal and environmental challenges of the world around them.** They must be kind, open and unprejudiced, able to welcome the socio-cultural diversity of their customers. Engaged and engaging, they must be able to convey the voice, the convictions and the story of the love brand they represent.



Telling the story of a heritage, a history, a fabric, a flavour, a fragrance, creating a universe, embodying a state of mind, a philosophy; it's quite an art! An art that needs to be cultivated and perfected. Within our BlueLink Academy, for example, we have designed and rolled out training modules focusing on the language and codes conducive to relational excellence. **Brand storytelling is holistic: it must be rigorously applied throughout the customer journey, without exception, to deliver a powerful emotional experience.** That's why, for love brands, it's essential to be able to count on 'storytellers' and to nurture these talents! By taking the soul of the brand as their starting point, by setting the scene and telling its story (whose protagonists are the products or services), the customer relations teams will have the means to convey their passion for the brand sincerely, and share their vision of it.

Linda Ganassali,  
Head of the BlueLink Academy



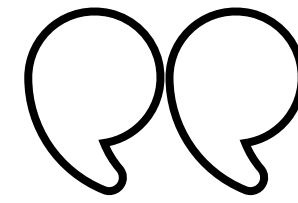




# OMNICHANNEL APPROACH AND AI

Welcoming customers and giving them  
an exceptional experience





The digital revolution, far from sterilising human relations, is rekindling direct and horizontal interpersonal relationships, and opening up the opportunity to put hospitality back at the heart of brand strategy.

Georges-Edouard Dias



A remarkable experience combined with the principles of hospitality will enable brands to stand out across the whole omnichannel journey. Wherever they are in their journey with the brand, customers need to feel expected, recognised, valued and loved.

**The omnichannel strategy meets the need for easy access and fluidity. It involves a quest for excellence in customer relations** that includes all points of contact (physical and digital) so that the experience offered is coherent, interactive and seamless.

With the right CRM (Customer Relationship Management) solution, the availability of all the customer data collected enables customer advisors to be proactive and offer an exceptional shopping experience.



The tool gives them access to their customers' purchasing history, allows them to create a list of preferred customers to contact, and also suggests reasons for contacting them (birthday reminders, the arrival of a new collection, etc.).

**Data collection therefore plays a crucial role, as it offers the opportunity to gain a detailed understanding of the customer and, through the advisor/ambassador, to convey the image of a love brand that is attentive and close to the customer.**



A centralised customer data system and an omnichannel strategy offer numerous advantages, such as cross-referencing behavioural data with on- and offline purchasing histories, centralising questions, complaints and sources of dissatisfaction, access to purchasing histories, customer recognition so that customers can receive relevant and contextualised offers, and so on. Unifying information systems creates a single customer repository across all channels. **Considering the e-commerce site as an extension of physical points of sale is a key principle that seeks to recognise and welcome customers both in physical shops and online.**

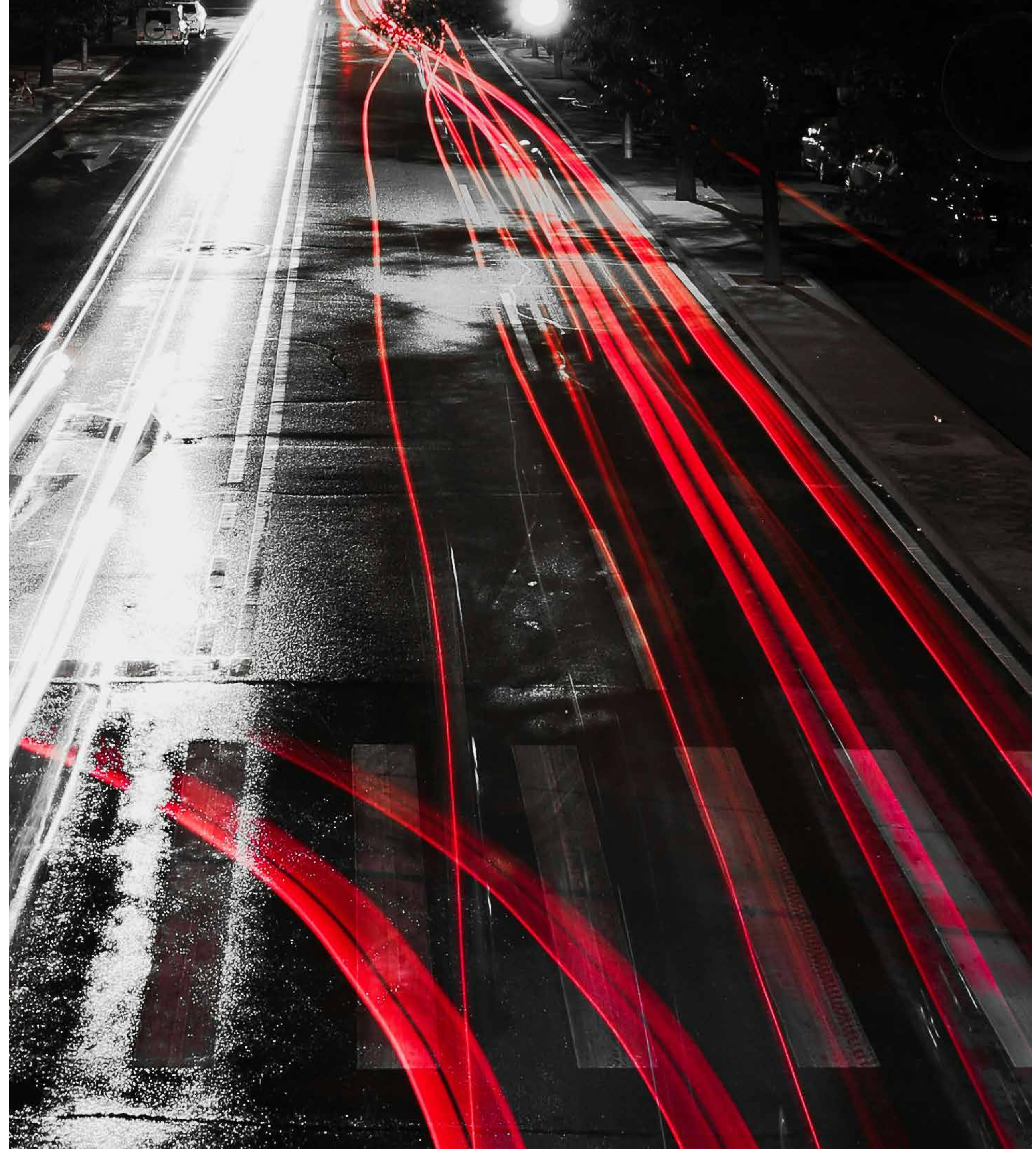
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Stéphan Lалуque,  
Information Systems Director



What's more, given the new expectations of consumers who are connected, over-informed and accustomed to hopping from one distribution channel to another, **artificial intelligence helps to create a customer journey that is tailored to their needs throughout the purchasing process.**

Used as a tool to assist brand ambassadors remotely, it offers the opportunity to enrich their responses or structure them more effectively. When used in a managed and measured way, by developing appropriate policies for responsible and ethical use, it will limit the risks and optimise its use, while adding unprecedented value.







Generative artificial intelligence can be used to assist customer advisors in real time. By providing relevant information and suggesting appropriate responses to customer concerns, generative AI can predict the preferences and behaviours of audiences via different communication channels. It would thus enable love brands to provide more targeted offers than ever before, and to meet the specific expectations of each individual, thereby boosting satisfaction and loyalty in the long term. In this context, **data security is of paramount importance. In an environment where a great deal of personal information is circulating, human contact and trustworthiness are essential and must be preserved.**

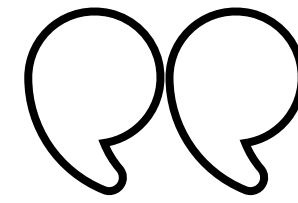
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Mélanie Noireaut,  
Innovation LAB Manager at BlueLink





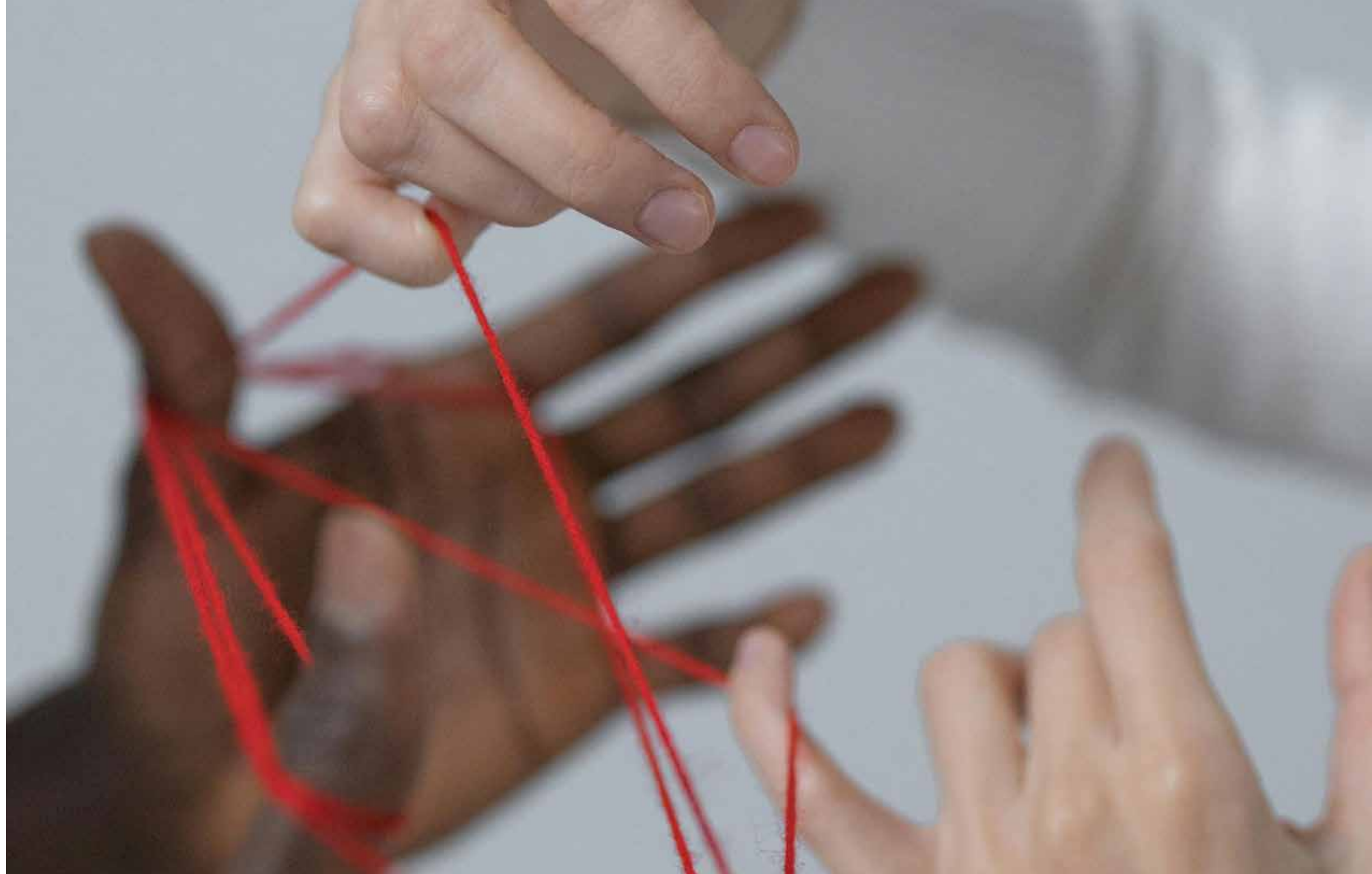




Never stop doing something new. Never stop trying something new. Set yourself the goal of being better every day, in one way or another. Small daily improvements end up having huge benefits.

Bob Parsons





Measuring the impact and value of a love brand is a major challenge. Unlike traditional metrics such as sales or return on investment (ROI), consumer affection and engagement are harder to quantify.

**The Net Promoter Score (NPS), retention rate, engagement rate on social networks, and the analysis of verbatim records, although less tangible, are indicators that provide valuable information about the strength of the relationship**

between the brand and its consumers. They are crucial in guiding the customer relations strategy.

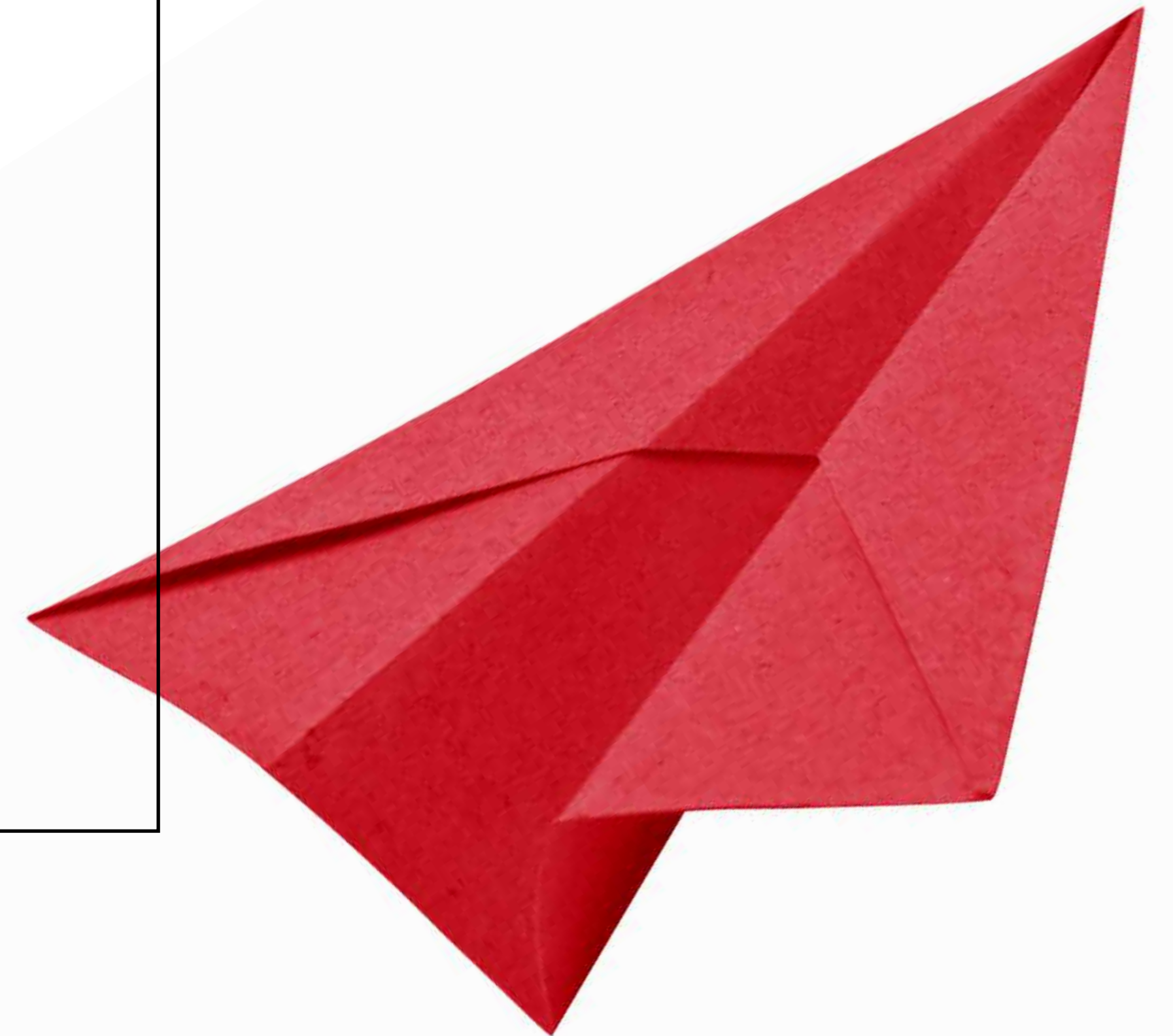
For love brands, these communities of customers represent a powerful lever for self-care and feedback. **The customer experience is greatly enhanced by fostering a loyal and cohesive online community.** It makes a major contribution to controlling e-reputation and brand preference, which are essential for developing a higher level of engagement. These experiences offer an opportunity to win over new ambassadors: a moment experienced together and then shared, a craze generated and new levers emerge... In the chain of experiences offered by the major players in love brands, each ambassador represents a decisive and complementary link.



Customer service is seen by customers not as a medium but as a stage in the customer journey that drives the Net Promoter Score. According to our own studies at BlueLink, customer service accounts for up to 12% of NPS, which is remarkable! **If you want to become a love brand, it's essential to adopt a personalised approach to winning back and thanking customers, taking account of their feedback.** Providing customer services with a toolbox of commercial compensation options appropriate to each situation is a plus for restoring trust and re-engaging customers. At the same time, for satisfied brand lovers, explicit brand recognition and gratitude really do make a difference!

---

Camille Comte,  
Deputy Director of Transformation and Innovation





**When faced with customer dissatisfaction, whether it's a broken promise or poor customer perception, the brand's reaction is decisive.** The first step to winning a customer back lies in identifying the elements on which the brand can take concrete action to reduce their irritation. This could relate to products, services, delivery or the quality of service perceived in-store or via customer service, for example. Then comes the stage of implementing a pragmatic, decentralised system within the customer service department to promote the responsibility and empowerment of customer advisors.

For satisfied customers, recognition is just as important. It strengthens the emotional bond with the brand, encouraging repeat purchases and loyalty.

*Then comes the stage of implementing a pragmatic, decentralised system within the customer service department to promote the responsibility and empowerment of customer advisors.*

To strengthen links with their communities, love brands might, for example, send a sincere message of thanks satisfied customers who have completed to a survey or sent a compliment, by whatever means. These positive initiatives are expressions of gratitude that are part of a process of thanking customers. It shows that the brand takes a keen interest in its customers, and that they are precious.

**To be relevant, these measures must be based on the values of the love brand and be rolled out consistently across all areas of the company.** Their effectiveness must be scrupulously evaluated. The implementation of specific KPIs then becomes crucial.



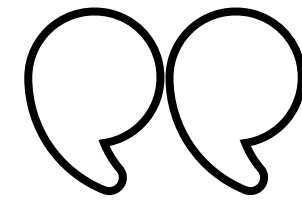


Two examples come to mind: they concern BlueLink customer brands operating in the luxury and leisure sectors. Their results speak for themselves and confirm **the need to adopt a strategy of winning back and/or showing gratitude to customers.** After rollout, over 90% of customers expressed their satisfaction with the re-contact process, whether it was seeking to win back a customer or show them gratitude. A customer reachability rate in excess of 60% from the first outgoing phone contact demonstrated remarkable accessibility. There was also a significant 3-point improvement in our Employee Net Promoter Score (E-NPS), reflecting greater engagement of our customer relations teams in this approach. These results illustrate the tangible value of this system and encourage the development of a customer culture within the company.

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Sylvie Bourgeron,  
Customer Experience Manager





I've learned that people will forget what  
you said, people will forget what you did,  
but people will never forget how you made  
them feel.

Maya Angelou



While traditional brands focus on transactions and immediate satisfaction, love brands seek a lasting and meaningful connection.

**There are many strategic and economic advantages to becoming a brand that is loved and appreciated by consumers.** When it succeeds in creating a strong emotional bond with its audiences, they develop a genuine attachment that translates into unfailing loyalty and commitment. In concrete terms, they become less sensitive to offers from the competition and much less volatile, remaining customers of the brand over the very long term. This long-term loyalty enables the company to secure a recurring sales base, which is essential for healthy, sustainable growth.





What's more, **the special relationship that customers have with their love brand naturally leads them to spontaneously promote it to others.** More than ever, customer communities are a powerful tool for self-care, feedback and brand preference. The customer experience is greatly enhanced by fostering a loyal and cohesive online community. It is proving to be an essential ingredient in developing a higher level of engagement with the customer, who needs to feel that they are sharing in the brand. They are no longer prepared to listen to a rigid, scripted speech that leaves little room for discussion. Whether on the phone or at their keyboards, customer relations teams, true brand lovers, are the guarantors of a stand-out human experience, conveying value and... desire.

**Ready to turn every contact into an opportunity for desirability?**

*More than ever, customer communities are a powerful tool for self-care, feedback and brand preference.*





# ABOUT

BlueLink is an international group with expertise in customer relations. As a strategic partner, it offers brands tailor-made contact-centre solutions and supports them in their customer experience and digital transformation strategy. Thanks to its department of consultants and trainers, the group strives to develop the talents and expertise of customer relations teams by cultivating know-how and interpersonal skills.

BlueLink was created 30 years ago by Air France to manage its loyalty programme. With an entrepreneurial spirit and true to its DNA of excellence, the group has extended its expertise to all areas of customer relations for other prestigious love brands.

Active on every continent, BlueLink relies on its 2500 enthusiastic and talented employees around the world to fulfil its mission statement of going beyond distances to create links between cultures.



# SOURCES

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Céline Gendry-Morawski, Manifeste pour la désirabilité des marques enseignes françaises [Manifesto for the desirability of French retail brands]

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<https://www.journalduluxe.fr/fr/business/live-intelligence-desir-decembre-resume>

[Global Report; The Rise of the Change Makers; Meaningful](#)

[Live Intelligence spécial «Le Désir» : le résumé](#)

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