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New Frontiers of Customer Strategy

Managing Sustainable, Environmental and Ethical Transitions

Edited by
Thierry Delécolle, Florence Jacob
and Isabelle Prim-Allaz

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Introduction

Originating in the fields of industrial and service marketing, customer marketing really took off in the 1990s: the emergence of customer databases offered a new way of understanding the consumer, and customer relationship management software made it easy to calculate return on investment [GAB 14]. Transactional marketing gave way to relationship marketing.

Of course, the reality proved a little more difficult. Databases could not capture the customer's every facet, but a large body of research has enriched our knowledge of customer relationship management, its core variables (satisfaction, trust, engagement and relationship quality) and its tools and models (loyalty programs, customer lifetime value, etc.).

The use of computers has been democratized, the consumer Internet has been widely re-populated and a digital business has emerged on the web. The customer has become "augmented" by digital technology, and so have customer relations [N'GO 19]!

Data have never been so easy to collect. Digital marketing, social networks, etc., the range of tools available to marketers, have continued to expand, sometimes side-lining companies from the human relationship: metric-based approaches have sometimes taken precedence over people-based approaches, with the result that customers and companies have become further apart rather than closer [JAL 18].

Customer relationship management has become more developed and professionalized and is now part of the strategic management of customer management: we speak of customer strategies to designate the strategic choices and trade-offs required to make pertinent decisions [VOL 12].

Introduction written by Thierry DELÉCOLLE, Florence JACOB and Isabelle PRIM-ALLAZ.

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Table I.1. *Organization of the book and contributions to customer strategy frontiers*

Alongside these developments, humans have also begun to become aware of the consequences of their consumer activity regarding the exploitation of natural resources [VOL 22]. Responsible expectations are emerging among consumers, and companies are beginning to question their practices in order to integrate sustainable development and social responsibility. However, the customer relations field remains relatively permeable to these developments, which are driven by customers, supported by organizations and, more often than not, dictated by changes in the legislative environment. Take the fashion industry, for example. For a long time, this sector thrived during discount sales periods, selling off unsold products and boosting sales through these exceptional promotions. However, a growing number of brands are refusing to do so, both to affirm their engagement with society and to remind us that their products are "fairly" priced all year round. The same is true of Black Friday, a promotional operation imported from the United States, which corresponds to the last Friday in November – the day after Thanksgiving and the first day of festive shopping. To capture this early spending, retailers offer "huge" discounts. However, as you will read in Chapters 2, 5 and 15 of this book, some retailers do not play this game and justify their choice for the same societal and fair-price reasons as those mentioned above. These initiatives reflect a change of paradigm. In the same way as brand engagement, the authors of the various chapters present the questions posed by the arrival of these societal issues and the need for brands to transform their customer relations: not to sell less, but to better satisfy the needs of customers and the stakeholders around them. Among these stakeholders, environmental and social issues are at the forefront of current thinking.

This collective work presents the new frontiers of customer strategy. We identified four themes, which are not mutually exclusive, as in Chapters 5, 8 and 12, which, respectively, link theme 1 ("Frontiers and the Environment") and theme 2 ("Digital Frontiers"); theme 2 and theme 3 ("Inclusive and Ethical Frontiers"); and theme 3 and theme 4 ("Governance of New Frontiers"). Chapter 16 concludes the book by examining the complex management of the multi-stakeholder customer experience.

Theme 1 – Frontiers and the Environment

Accelerated climate change in recent years has prompted us to question our consumption patterns and the business models of many organizations. The evolution of our consumption can cover a wide range of realities: no longer consuming certain products and services, consuming less, or even consuming better. In all cases, it is all about thinking in terms of sufficiency. As Valérie Guillard justifiably writes in the first chapter of this book, "sufficiency calls into question the way companies are managed, their business models, their marketing strategies and, in particular, their customer relations".

So, what happens to customer relations in this transition? Is it a hindrance? Or, on the contrary, can it play a decisive role?

Companies' corporate social responsibility (CSR) and customer relations initiatives are often in their infancy and highly heterogeneous. Customers themselves have widely varying expectations and behaviors. This variation can be found between individuals, in line with their degree of pro-environmental sensitivity, but also within the same individual, who can behave like a chameleon according to the product category (paying close attention to waste management, but regularly taking the plane) or according to their position (responsible consumer versus employee whose remuneration system is hardly compatible with pro-environmental practices).

The issue of responsible environmental customer relations is eminently complex. It sometimes seems that every good deed hides the devil! The following paragraphs provide a concrete illustration of the paradoxical injunctions that regularly emerge when companies and consumers seek to be more responsible.

The question of sufficiency arises strongly for people with high purchasing power, who consume a lot. It is also an issue for people with low purchasing power, who consume less de facto, but potentially low-cost products manufactured on the other side of the world in conditions that are sometimes questionable, and often poorly repairable.

However, deciding to withdraw products from sale because they are not eco-responsible can lead vulnerable populations to be removed from consumption. In Chapter 2, Sarah Lasri, Lionel Nicod and Valérie Renaudin examine the example of a DIY store that has made the conscious decision to stop selling energy-wasting heaters. While this choice is environmentally justified, it also excludes customers for whom the low purchase price of these products remains the only way to access heating.

The development of second-hand or rental products may be an interesting solution. When the brands themselves organize circulation of second-hand objects, they often transform the sale into a voucher for new products, thus forgetting the logic of circularity.

The first part of the book raises the question of the compatibility of customer-oriented marketing with the environmental transition we need to undertake. The very role of marketing in our consumption patterns, but also in developments we may consider virtuous, needs to be revisited.

Chapter 1, by Valérie Guillard, deals with the fact that sufficiency and relational marketing can come into conflict. While sufficiency aims for better but less consumption, relationship marketing seeks to create and maintain a permanent link with customers, and to develop in-depth knowledge in order to develop sales. However, sufficiency focuses on essential needs: when relationship marketing can aim to satiate customers through a high level of consumption, or even to lock them into a commercial relationship. However, as Valérie Guillard puts it so well, “quantity-based thinking is not the same as sufficiency, which is based on less and better”. This chapter examines the business model of companies operating in the second-hand market and consumer acceptance of second-hand products. Indeed, second-hand products carry a promise of sufficiency and are naturally part of a circular approach, but the marketing approaches used to promote them sometimes run counter to the desired effects.

Chapter 2, by Sarah Lasri, Lionel Nicod and Valérie Renaudin, discusses the possibility of a new model for retail companies to strike a better balance between profitability, ecology and social responsibility. These authors illustrate the transformations at work within the retail environment, witnessing the tug-of-war of consumers torn between "the desire to consume and the desire to protect the planet". Retailers are the scene of paradoxes, first and foremost the opposition between hyperchoice and sobriety. For these authors, it is a question of getting all stakeholders (employees and other partners) around the table to rethink a new, more sustainable form of retailing, with and for the customer.

Chapter 3, by Didier Louis, Nathalie Fleck and Cindy Lombart, reviews CSR activities: philanthropic activities, respect for the environment, respect for consumers, respect for employees, etc., which make it possible to highlight a set of environmental and social values and objectives, thereby creating intangible assets in terms of image and reputation. They also question the impact of CSR on customer loyalty. If customers express CSR expectations, does a company's engagement with CSR impact customer loyalty? The work presented shows that the philanthropic activities of brands have a positive impact on customer loyalty along different dimensions (transactional, relational or hybrid), depending on the customer's sensitivity to CSR.

Chapter 4, by Loubaba Belaoud, Aïda Mimouni-Chaabane and Béatrice Parguel, invites us to reinvent the loyalty program in the age of CSR. Loyalty programs are key tools in customer relationship management, designed to identify, reward and retain profitable customers. Although they are seen as a win–win relationship between the company and its customers, loyalty programs have mainly been understood by companies as a means of increasing sales, with very little connection to CSR. In other words, loyalty programs are often viewed solely from an economic perspective, ignoring any environmental or social impact, whether positive or negative. This chapter invites us to reflect on how corporate social responsibility could offer loyalty managers the opportunity to transform loyalty programs in depth, in order to renew their appeal while overcoming some of the criticisms leveled at them. By defining the concept of a pro-social loyalty program, this chapter aims to help define the outlines of what a loyalty program could be in the CSR era.

Theme 2 – Digital Frontiers

The continuing digital transition of our economies is contributing to the evolution of customer relations and their management [N'GO 19].

Chapter 5, written by Jean-Baptiste Welté, Virginie Pez and Isabelle Dabadie, is a perfect link between Theme 1 and this theme of digital frontiers. This general chapter aims to advocate more responsible customer relationship management practices, without questioning their validity and relevance in the vast majority of cases. The authors strive to get us thinking about how to do "better" with "less" by systematically and imperatively taking into account the environmental and ecosystemic impact of the actions implemented.

The authors discuss the potential role of customer relations practices in the systemic exhaustion of today's consumer society. They highlight paradoxes such as the rebound effect, also discussed in Valérie Guillard's chapter, "How Can Customer Relations and Sufficiency Be Reconciled? A Reflection on the Consumption of Second-hand Goods". Encouraging people to consume more responsibly may give them the feeling that they are being allowed to mobilize other resources, leading to a zero or even negative effect.

This chapter also shows the pernicious effect of digital transformation, which is leading to an "invisible" pollution that encourages (over)consumption that is supposed to be responsible: overconsumption of data, which multiplies the need for servers, and overconsumption in logistics (in a very significant proportion of cases, home delivery is accompanied by the return of the product to the seller). In addition to the ecological problems it causes, the use of digital tools to support customer relations is not without social consequences. It can lead to dispossession and dereliction, in other words, a heightened sense of powerlessness and abandonment.

The second theme of the book deals with digital frontiers and the digital transformation of customer relations.

Today, this transformation is characterized by new digital media, such as metaverses, but also by the problem of data management and the very structuring of sites and data collection systems through persuasive designs, otherwise known as dark patterns.

Chapter 6, written by Catherine Lejealle and Thierry Delécolle, presents the opportunities offered by metaverses: a growing number of companies are investing in these virtual universes. These universes are persistent and shared, enabling interaction with other people in avatar, 3D or 2D format. The best-known are *Decentraland*, *Roblox*, *The Sandbox*, *Meta* and *Fortnite*. Brands seem to be betting that these new virtual spaces will be more successful than their big brother Secondlife. One of the keys to success will undoubtedly be the ability of these virtual universes to interconnect, which is not yet the case. The authors explore the motivations behind these investments.

Chapter 7, written by Tom Villenet, Thierry Delécolle and Grégoire Bothorel, deals with the transparent and parsimonious collection of datasets. Indeed, the new digital relational spaces, such as the metaverses mentioned above, present the big tech companies and brands with the opportunity to collect a wealth of data on visitor and buyer behavior. For brands, Internet user behavioral data represent a strategic asset for developing sales and steering marketing actions. Collecting these data poses a number of challenges. What is the relationship between citizens and their personal data: reluctance, consent, privacy paradox, etc.? Are all companies equal when it comes to collecting data? What regulatory framework is needed to govern practices?

Chapter 8, written by Florence Jacob, Jeoffrey Drouard, Séverine Erhel, Marianne Lumeau and Raphaël Suire, is dedicated to persuasive design methods and constitutes the second part in the book, articulating the transition from digital to inclusive and ethical frontiers. Regulation is a key issue in these digital environments. The Digital Service Act[1], for example, aims to protect consumers from browsing errors caused by persuasive design (otherwise known as dark patterns). These persuasive designs illustrate the desire of certain digital platforms/interfaces to manipulate customers, and are designed to increase customer connection time and encourage purchasing behavior. In other words, dark patterns are to digital technology what deceptive commercial practices are to offline exchanges. Indeed, if one of the objectives is to capture the user's attention in order to collect as much data as possible, these dark patterns can lead to what psychologists call problematic use of the Internet. At the same time, it is possible to educate and train users of digital tools to recognize manipulation by design. The authors propose an inventory of the different types of persuasive design, with two main categories: structural persuasive design, which exists for all Internet users, and situational persuasive design, which depends on the browsing behavior of the "targeted" Internet user.

Theme 3 – Inclusive and Ethical Frontiers

The return on investment (ROI) vision of marketing is achieved by the calculation of customer lifetime value and comes up against a number of societal as

1 Legislation on digital services to ensure a safe and responsible online environment, available at: https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/digital-services-act-ensuring-safe-and-accountable-online-environment_en.

well as financial realities. These strategies are not always the most satisfactory for companies: the growing importance of CSR issues is paving the way for the desire to integrate more customers in order to develop social inclusion and behave more ethically toward customers. While large public companies and mutualist players have been the most inclined to think about these issues, we are seeing the emergence of purpose corporations (Chapter 15 of this book), as well as a strengthening of laws on digital inclusion and society's growing awareness of consumer issues.

The third part of the book defines various concepts, such as digital inclusion and the patient experience, in order to better understand the question of how to establish a different relationship with customers. This part also provides solutions for thinking about customer relations.

Chapter 9, written by Léa Cauchard, enables organizations to think about a more inclusive digital strategy. To this end, the author defines the complex notion of inclusion and outlines its theoretical outlines. She then provides an overview of inclusive digital experiments already underway to reflect on their contributions and limitations. Finally, she develops a new approach to digital inclusion, focusing on both the characteristics of users' journeys and their perceptions.

Chapter 10, written by Pierre Volle and Sylvie Llosa, takes a broader approach to the effective accessibility of products and services, beyond digital journeys. They examine the concept of vulnerable customers and the social responsibilities incumbent on companies. To this end, the authors construct a conceptual image of the notion of the vulnerable customer, which has not yet been explored in research, and then define the actual accessibility of contact points during a vulnerable customer's journey. Based on two recent research studies, the authors then propose two methodologies for improving this accessibility.

In Chapter 11, Stéphanie Verfay explores the emerging concept of patient experience. Indeed, patients are becoming players in their own healthcare journey, while very often being in a fragile position due to illness or uncertainty about the outcome. Long forgotten by marketing, the patient is becoming a sensitive subject to help medical teams work better in cooperation with them. Stéphanie Verfay begins by tracing the development of the patient experience concept in order to define it and anchor it theoretically in the service transformation research movement. To do this, she details the different values that healthcare organizations bring to patients during their journey, and how to value the patient in order to co-construct these values.

Finally, it is also important to consider the question of salespeople's ethics when meeting customers, and this is what Eric Julienne does in Chapter 12. In the first part, the author examines the dilemma faced by salespeople during the act of selling, pointing out the factors that lead to unethical behavior. Second, he presents the techniques of influence, diverted from their sphere of use, in order to manipulate customers to trigger a sale. Finally, he develops an analysis of ethical sales behavior, and the conditions that the company must put in place to encourage its emergence. He shows that these ethics promote salespeople's well-being, customer satisfaction and, ultimately, sales performance.

The role of the salesperson within the organization raises the question of the governance of customer strategy.

Theme 4 – Governance of New Frontiers

The concept of organizational governance is a key subject associated with the long-term survival and success of organizations. This means taking into account environmental and social issues, as well as technological and economic developments, in the decisions made by management. Governance must therefore ensure that the company adapts to change and remains competitive in the long term. The governance of the new frontiers of customer relations, which we see as part of a responsible approach, must guarantee transparency, ethics and responsibility in decision-making (and in the criteria used to make decisions). In the context we have described so far, governance must comply with applicable laws and regulations. What is more, it can take advantage of new mechanisms to innovate, as in the case of the concept of purpose corporations proposed in Chapter 15.

Chapter 13, written by Françoise Simon and Virginie Schweitzer, revisits the question of data transparency through the case of smart feedback tools. Indeed, the emergence of connected tools enables customers using smart feedback tools to track their consumption in real time or their achievement of personal objectives in the context of physical activity. While these uses are of real interest to their users, data capture is also perceived as tracking, and can sometimes lead to forms of resistance (like the outcry against connected energy meters). The authors therefore propose a better understanding of the acceptance of smart feedback tools.

Chapter 14, written by Hajar El Karmouni and Alix Poels, presents customer relationship management in social economy organizations. These organizations are governed by the principle of limited profitability and the participation of stakeholders (including customers) in their governance. As such, the authors raise the question of whether customer relations can be the same in social and solidarity economy (SSE) organizations as in conventional market organizations, and explore their characteristics through case studies of organizations managed as cooperatives.

Chapter 15, written by Isabelle Prim-Allaz and Martine Séville, presents the challenges of customer relations in the field of purpose corporations. These companies have chosen to combine a mission of societal impact with their traditional mission of generating profits. Presenting the characteristics of mission-driven companies, the authors illustrate the paradox of customer loyalty in the context of mission-driven companies, as well as the dual pursuit of marketing and sales objectives, on the one hand, and societal mission objectives, on the other hand.

Finally, Chapter 16, by Amélie Martin, integrates multi-stakeholders into the relationship to manage the customer experience. The author proposes adopting a vision of the customer experience that is no longer customer-centric, but integrates all stakeholders. The multiplication of touchpoints (real and virtual), units of location and players involved in the customer experience poses difficulties in terms of organizational control. Some activities can be totally controlled by the company, while others will depend on all the parties involved: deliverers, installers, etc. The authors return to the origins of the customer experience concept to adapt a broader perspective, not limited to analyzing the behavior of relationship actors in isolation, but also employing a network perspective, enabling us to grasp interrelationships.

This chapter is deliberately included at the end of the book, because in order to support digital, ecological and energy transitions, it is important to go beyond the individual level of analysis to integrate all value chains and their interrelationships.

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1

How Can Customer Relations and Sufficiency Be Reconciled? A Reflection on the Consumption of Second-hand Goods

The ecological transition necessary due to the negative consequences of human activities on the climate and international conflicts raising the question of dependence on natural resources and raw materials are leading us to make sufficiency another possible path for the development of societies [HEY 20].

In its latest report of 2022, the Intergovernmental Panel on Climate Change (IPCC) stated that achieving carbon neutrality by 2050 would imply a sixfold reduction in greenhouse gas emissions in France compared to 1990 levels. Achieving carbon neutrality is a *sine qua non* for limiting global warming to +1.5°C. Otherwise, humanity will have to deal with climate problems (heatwaves, storms and climate refugees) and loss of biodiversity, leading to the disappearance of species and even the services they provide, such as pollination and predation, to maintain natural balances. The reason is as follows: lifestyles that consume too many natural resources, emit too much carbon and are based on production and consumption that are disconnected from "real" needs. The IPCC and scientists call for sufficiency. Adopting a sufficient lifestyle implies temperance, in terms of mobility, food, buildings (particularly insulation and sizing), territories and the production and consumption of goods and services. It is precisely the latter that is the subject of this chapter.

Chapter written by Valérie GUILLARD.

This alternative path for the development of societies, known as sufficiency, calls into question the way companies are managed, their business models, their marketing strategies and, in particular, their customer relations [BOC 20, GOS 22]. Indeed, sufficiency and relationship marketing can come into conflict. Sufficiency involves consuming according to identified, well-considered needs; customer relationships involve creating a permanent link with consumers, which makes it possible to better understand their expectations with a view to selling them what they think they need, or at least end up wanting. While need is at the heart of both approaches, it does not have the same meaning or the same depth. It is up to the consumer (and society) to define their essential (or non-artificial [KEU 19]) needs in terms of the consequences that satisfying them will have on the living world in the case of sufficiency, and up to the company to reveal them (rather than their desires) in the case of the customer relationship. A close, privileged and lasting relationship with each customer is the very essence of relational marketing with a view to increasing sales volumes. Quantity-based thinking is not the same as sufficiency, which is based on less and better, and on diminishing economic models [PAR 22].

Some companies are born with a position of sufficiency in their customer relations. Loom, a sustainable brand, for example, chooses not to promote its clothing or issue loyalty cards or other benefits. The link that this brand builds with its customers is, of course, commercial, but it is also "intellectual" in the sense that the manager periodically sends out, two or three times a year, well-documented reflections on the impact of consumption on the environment. This brand uses phygital to, among other things, better understand how its customers use their clothes, creating a close physical link with them. Other brands, such as La Lessive de Paris (recently renamed Super Flacon), only use referrals as a means of recruiting new customers. They do not offer cards or other loyalty programs. On the other hand, brands that are part of the circular economy[1], such as Le Closet, a clothing rental service, regularly send emails to their customers to tell them about the latest finds and other novelties. Their slogan is "*Portez. Renvoyez. Recommencez*" ("Wear. Return. Do it Again"), which encourages customers to constantly change their outfits, offering them the option of outsourcing their wardrobe within the company. In the same vein, we can also mention the example of the Vestiaire Collective operation in collaboration with Alexander McQueen. Consumers are encouraged to resell one of the brand's second-hand pieces, in exchange for a voucher to purchase one of the brand's products on the new market. Reselling on the used market to buy on the new market is a logic that is far from recent and is widely practiced for all types of products (e.g. Trocathlon), luxury goods and cars. "Do it again", as

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1 The circular economy consists of producing goods and services in a sustainable way by limiting the consumption and waste of resources and the production of waste. The aim is to move from a throwaway society to a circular economic model. See: www.ecologie.gouv.fr.

advocated by Le Closet, or selling old for new, as in the case of Vestiaire Collective, without questioning the need, remain the opposite of sufficiency. The question that then arises through these examples is how customer relations and sufficiency are articulated in the particular case of the second-hand market, the spirit of which is to strive for the best while using fewer natural resources compared to new objects, and perhaps even to strive towards a reduction in purchases.

This chapter, whose unit of analysis is the consumer, is structured as follows: in the first part, a few reminders from the literature provide a non-exhaustive overview of the characteristics of customer relations and sufficiency. This is followed by a focus on second-hand goods based on a study conducted with ADEME, CREDOC and Paris Dauphine University in March 2022. Finally, an analysis of a survey of consumers helps us understand how they perceive customer relations in the second-hand market. In conclusion, some thoughts for practitioners are offered.

1.1. Customer relations and sufficient living: what conflicts?

1.1.1. *Relationship marketing: spirit and tools*

Relationship marketing[2] is defined as "all marketing activities aimed at establishing, developing and maintaining lasting relationships with the best customers" [MOR 94, p. 22]. The tools mobilized to develop and maintain lasting relationships are essentially structured around promotional marketing campaigns, loyalty programs and direct marketing, depending on the moment in the relationship with the consumer: before the sale, at the point of sale or after the sale. With the aim of encouraging the replacement of what is already owned or the acquisition of additional goods, or even to build customer loyalty by getting them to return to the brand, companies activate a battery of tools such as vouchers, private sales, promotional gifts or the return of unused items such as schoolbags or clothes. The development of a lasting relationship can also take place at the point of sale through merchandising and the quality of the relationship with a salesperson. This involves establishing a relationship with the customer, informing them, detecting their needs and/or desires, and even offering them services or favors that will keep them coming back, feel listened to, understood and sometimes even flattered. It is also a question of putting the consumer in the right conditions, so that the atmosphere makes them feel welcome, giving them a sense of well-being, which will certainly lead them to come back and tell friends and family. Finally, relational marketing tools can also be

2 This section is not intended to be exhaustive. It aims to present very succinctly some of the elements needed to reflect on the relationship between sufficiency and customer relations. For a more exhaustive understanding of relationship marketing, see [GAB 14] or [JAL 18].

used after a product has been purchased, to perfect its use. The courses offered by certain brands to acquire skills are part of this approach [MON 20].

Relationship marketing is characteristic of a particular context. It marked the 1980–2000 period, a competitive context in which transactions alone were no longer sufficient. But the economic, political and social context is changing. At the very least, since the 2015 Paris Agreements, there has been a growing awareness of the ecological and social crisis. This awareness has recently been reinforced by the IPCC 2022 report, political events (the war in Ukraine) and climatic events (drought), and the emergence and media coverage of a proposal to frame production and consumption activities in terms of sufficient lifestyles.

1.1.2. *Sufficient lifestyle: characteristics, dimensions and links with the second-hand market*

Sufficiency is temperance in eating and drinking [COR 91]. Describing a way of life, sufficiency involves adjusting consumption and production to the needs of individuals in various areas: mobility (e.g. not using the car for journeys of less than 10 km[3] or driving slower), buildings (e.g. adjusting living space to the number of people, but also insulating buildings with bio-sourced or more environmentally friendly materials), food (e.g. eating seasonal, local fruit and vegetables, buying and/or producing them ourselves, eating less meat), territories (enabling soft mobility, composting, using solar panels for public buildings) and responsible consumption (buying products according to needs and that respect living organisms).

Sufficient consumption is embodied in deconsumer practices [DEL 13, GUI 21]. The practices mentioned by consumers include “no longer buying” certain categories of products, such as fast-fashion clothing; making things by ourselves or borrowing; “buying less” by adapting purchases to needs and monitoring the quantity and frequency of purchases; and “buying differently”, whether it is better in the local sense, less-processed products or second-hand goods. The latter allow us to “stop buying” new products, thereby reducing the consumption of natural resources in both production and transport. Buying second-hand means “buying differently”, in the sense that second-hand purchases give access to the pleasure of unearthing the bargain or the original bargain that no longer exists on the new market. As far as “buying less” is concerned, second-hand purchases can fulfill this objective, particularly for people who are committed to reducing their consumption [AUZ 19]. Indeed, buying second-hand takes time (research time in particular), during which

3 Up to 10 km, the bike is often faster than the car. See: https://www.citycle.com/427-city-moving-time/.