MR

E-BOOK

The art of clienteling

The Luxury of Selling

The method the great maisons use to turn clients into loyal clients, applied to your business or your career.

MARTHA RAMUSS

EX-LOUIS VUITTON · MONTBLANC · SEPHORA · BICESTER VILLAGE

ABOUT THE AUTHOR

Martha Ramuss

I was born and raised in São Paulo. I started in retail as high-season temporary staff at Sephora in Paris. Six months later I became Coach, standing in for the managers and leading a team of 15, and I was voted best salesperson in 2009 and 2010.

At Louis Vuitton I coordinated clienteling across 15 countries, then became Clienteling Manager for Benelux and the Nordics, supporting 10 stores in 7 countries. I was Marketing Director for Montblanc in Benelux and Scandinavia and, at Bicester Village, ran communication for a portfolio of more than 120 luxury brands.

I hold a master's in Luxury Brand Management (INSEEC, Paris), speak five languages and am now CEO of Local Secrets, where I design experiences for ultra-high-net-worth clients.

> *"Once you master the art of clienteling, your clients will always come back."*

I wrote this e-book for anyone who wants to sell and serve like the great maisons, whether you own a small business or dream of working in luxury. Everything here can be put into practice tomorrow, with no budget and no complicated technology.



INTRODUCTION

Luxury clients don't buy a product. They buy the way it makes them feel.

In a luxury boutique, the bag, the pen or the perfume is on sale elsewhere, often at the same price. What the client can't find anywhere else is *you*: someone who remembers their name, the gift they bought for their daughter last year, the colour they never wear.

This is what the great maisons call **clienteling**. And it's why some people sell twice as much as others, with the same product, in the same store, on the same day.

The good news: clienteling doesn't depend on an expensive product. It depends on attention, memory and consistency. It works in a boutique, a salon, an atelier, a neighbourhood shop or a clinic.

In this e-book

- What clienteling is and why it changes your results
- How to build your client book
- The five moments of a memorable sale
- The questions that reveal what clients really want
- After the sale: the contact calendar
- Ready-to-use WhatsApp messages
- The seven mistakes that drive clients away
- For those who want to work in luxury
- Your 7-day plan

CHAPTER 1

What clienteling is

Clienteling is the art of building a personal, lasting relationship with each client. Instead of waiting for them to walk in, you get to know them, remember them and reach out at the right moment, with something that matters to them.

ORDINARY SELLING	CLIENTELING
Waits for the client to appear	Invites the client back
Talks about the product	Talks about the client's life and wishes
Ends at payment	Begins at payment
Offers discounts to sell	Offers attention and exclusivity
Treats everyone the same	Treats each person as unique
Measures today's sale	Measures the client's value over the years

Why it works

Winning a new client costs far more than keeping one who already trusts you. A loyal client comes back more often, buys with less hesitation and, above all, recommends you. In luxury, a good client's recommendation is worth more than any advertisement.

> *A loyal client isn't the one who buys the most. It's the one who thinks of you first.*

CHAPTER 2

The client book

Everything starts with the client book: a record of the people you serve and what you know about them. In the great maisons, it is a salesperson's most valuable asset. You can start with a notebook, a spreadsheet or the notes on your phone. What matters is writing things down right after each appointment, while your memory is fresh.

The client card

FIELD	EXAMPLE
Name and how they like to be addressed	Ana Paula, prefers "Ana"
Preferred contact	WhatsApp, afternoons
Important dates	Birthday 14 March · wedding anniversary in June
Family and close ones	Husband Carlos, daughter Júlia (12)
Tastes and style	Neutral tones, never gold, loves linen
Purchase history	Blue dress (Apr), gift for her mother (Dec)
Wishes not yet fulfilled	Looking for a travel bag
Personal details	Travelling to Lisbon in September, takes coffee without sugar

The golden rule: note only what the client has shared with you, keep the information safe and never use a personal detail in an intrusive way. The client should feel remembered, never watched.

CHAPTER 3

The five moments of a memorable sale

01 **Welcome**

The first few seconds decide everything. Make eye contact, smile and greet without hurry or pressure. Don't open with "can I help you?", which invites "just looking". Choose something personal: "Lovely to have you here. Are you looking for something special today?"

02 **Discover**

Before showing any product, understand the person: who it's for, what the occasion is, what they already own, what they love. Ask open questions and listen more than you talk (see chapter 4).

03 **Delight**

Show a few options, chosen for them. Tell the story: the material, the savoir-faire, the detail few people notice. Put the product in the client's hands. Desire is born from touch and story, not from price.

04 **Close**

Help the client decide without pushing. Sum up what they said they wanted and show how the choice answers it. Wrapping and payment are part of the experience: don't rush them.

05 **Farewell**

The goodbye is the start of the next sale. Thank them by name, ask permission to stay in touch and say when you'll reach out: "May I let you know when the new linen collection arrives?"

CHAPTER 4

The art of asking

A great salesperson isn't the one who talks well. It's the one who asks well and remembers the answers. Open questions (ones that can't be answered with "yes" or "no") get clients talking about themselves, and that's where you discover what to offer and what to write on the card.

Questions that open the conversation

- "What brings you in today?"
- "Is it for you, or a gift for someone special?"
- "What's the occasion?"
- "How do you picture yourself using it day to day?"
- "What do you love most about what you already have?"
- "Is there anything you would never wear?"
- "If you could choose anything at all, what would it be?"

Really listening

Repeat back in your own words what the client said ("So you'd like something elegant that will survive a week of travel"). They feel understood, and you confirm you got it right. Write the details down afterwards: the daughter's name, the trip, the favourite colour. Those are what bring the client back.

Exercise: in your next appointment, ask at least three open questions before showing the first product.

CHAPTER 5

After the sale: the contact calendar

Most businesses disappear after payment. That's exactly where clienteling begins. A thoughtful message at the right moment makes clients feel remembered, and clients who feel remembered come back.

WHEN	WHAT
Within 48 hours	A personal thank-you, by name, mentioning the purchase or the occasion. Selling nothing.
2 to 4 weeks later	"How are you enjoying…?" It shows care and opens the door to adjustments, questions or a new need.
Important dates	Birthday, anniversary, the trip they mentioned. A personal message, sometimes a small gesture.
When something arrives for them	Only when it matches the tastes on their card: "I thought of you when this arrived…".
Exclusive moments	A collection preview, a reserved appointment, an invitation to a small event. Exclusivity is worth more than a discount.

Less is more: one personal message a month is worth more than ten generic ones. If a message would work for any client, it isn't clienteling: it's advertising.

CHAPTER 6

Messages that work

Use these templates as a starting point and always personalise them with what you know about the client. Write the way you speak: elegant and brief.

THANK-YOU · 48 HOURS

Hi Ana! It was a pleasure helping you yesterday. I hope the blue dress is a huge success at your cousin's wedding. If it needs any adjustment, just let me know. Warmly, Martha

FOLLOW-UP · 3 WEEKS

Ana, how are you? How was the wedding? I'd love to know whether the dress worked the way you imagined. Send me a photo if you like!

PERSONAL NEWS

Ana, a natural leather travel bag arrived today: light, no gold, just what you said you were looking for for Lisbon. I've set one aside for you to see at your leisure. Would you like to come by this week?

SPECIAL DATE

Ana, happy birthday! Wishing you a beautiful year full of travel. I have a small surprise for you next time you stop by.

EXCLUSIVE INVITATION

Ana, on Thursday we're welcoming a few special clients for a preview of the new collection, with coffee and no rush. I'd love you to come. Shall I reserve a time for you?

CHAPTER 7

The seven mistakes that drive clients away

01 **Judging by appearance**
The most important client of the day may walk in wearing trainers and a T-shirt. Treat everyone as your best client.

02 **Talking more than listening**
If you talk 80% of the time, you're selling a product, not serving a person.

03 **Showing too many options**
Ten options confuse; three well-chosen ones show you understood.

04 **Disappearing after the sale**
Without after-sales, every sale is the last one.

05 **Generic messages, too often**
Broadcast lists and weekly promotions turn you into noise.

06 **Using discounts as the argument**
In luxury, a discount lowers perceived value. Offer attention, time and exclusivity instead.

07 **Forgetting what the client told you**
Asking again what they already said shows they weren't important. That's why you write it down.

CHAPTER 8

For those who want to work in luxury

The great brands receive a great many CVs. The people who stand out aren't necessarily the most experienced, but those who already think and act like clienteling professionals.

What luxury recruiters look for

— **Poise and presentation:** quiet elegance, attention to detail, punctuality.

— **Listening:** in the interview, do you ask questions and take an interest in the other person?

— **A relationship mindset:** talk about clients who came back because of you, not just targets you hit.

— **Knowing the brand:** learn its history, its icons and its store. Visit before the interview.

— **Languages and culture:** in luxury, clients can come from anywhere in the world.

On your CV

Replace tasks with results and relationships. Instead of "customer service", write "built a book of 80 returning clients" or "recognised as the store's top salesperson". Numbers and recognition show what you deliver.

Start now: even outside luxury, start your client book today. In an interview, it's proof that you already practise clienteling.

PUT IT INTO PRACTICE

Your 7-day plan

- [ ] **Day 1:** choose where you'll keep your client book (notebook, spreadsheet or notes) and create the client card from chapter 2.
- [ ] **Day 2:** list your 20 most important clients from the past year and fill in what you already know about each one.
- [ ] **Day 3:** in every appointment, ask at least three open questions and note the answers the same day.
- [ ] **Day 4:** send a personal thank-you message to every client who bought in the last 7 days.
- [ ] **Day 5:** put your 20 clients' birthdays and important dates in your calendar.
- [ ] **Day 6:** choose three clients and send each one something new that matches their tastes.
- [ ] **Day 7:** review the week: who replied, who came back, what you learned. Then repeat.

Clienteling isn't a project, it's a habit. Within a few weeks your clients will notice the difference, and you'll see it in your results.

NEXT STEP

Shall we put the method to work together?

This e-book is the beginning. If you want to apply clienteling to your business or your career with my guidance, there are two ways to work with me:

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