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1. Introduction

In the current overly competitive and experience-based beauty industry, customer experience has not only become a supportive feature but, rather, a key strategic pillar of sustainable development. This report is a critical analysis of Gielly Green which is a premium beauty salon based in the United Kingdom and is famous with its holistic, ethical, luxurious hair and beauty services. Located in Marylebone, London, Gielly Green has managed to enter its position in the high-end segment by matching its service provision to new customer demands addressing sustainability, personalisation, and high quality of services (Mintel, 2024).

The aim of such a report is to evaluate customer relationship processes at Gielly Green in the light of customer lifecycle by examining how the salon gets, maintains, and adds value to its clients. Using theories like the framework of Customer Relationship Management and the key concepts of customer-centric marketing, the given analysis aims to be critical in evaluating how Gielly Green tries to get the most out of its customer with an ability to control the expectations within the context of customer service where intangible issues like customer loyalty and the level of connection and trust concerning one service provider to another determines the success.

The most important emphasis is on quality management that is incorporated in Gielly Green activities. Based on some of the established theories such as Deming which talk about the Total Quality Management, Crosby Zero Defects theory and the Six Sigma approach, this report explains how the salon is able to maintain service excellence and consistency despite the presence of various touch points within customers.

The report is organized in such a manner that it would first report the findings on the current customer experience environment of Gielly Green and then provide the analytical review of its customer relationships strategies and quality management processes. Lastly, some recommendations will also be proffered to further enhance its customer engagement and service

2. Main Body

3. Customer Relationships

3.1. Customer Lifecycle

The customer life cycle of the service industry, especially the luxury beauty salon, such as Gielly Green is divided into different but interconnected stages namely awareness, consideration, purchase, retention and loyalty (El-Monstaser, 2021).

Awareness & Consideration

During the awareness stage, Gielly Green will use the strategic positioning of its high-end brand, location, Marylebone and collaborations with high quality lifestyle magazines (Vogue, Tatler) in order to appeal to high-income groups. Its eco cred such as ethically sourced products and organic products further correlates with the rise in consumer demand of an environmentally sensible service (*UK Beauty and Personal Care Retailing Market Report 2025, Mintel, 2025*). Nonetheless, there is a low digital presence. Gielly Green only has word-of-mouth referrals and editorial pieces, unlike its competition, which employs the use of paid social media campaigns and SEO-optimised content as a method of promoting awareness. It is evident that it is possible to increase awareness by using niche digital marketing, which is becoming a critical component of the UK beauty industry (*Beauty & Personal Care - United Kingdom, Statista, 2025*).

Purchase and retention

Service delivery (purchase phase) is the area that Gielly Green does tremendously well in. The individualised consultations, custom treatments and care about customer comfort enhances the first satisfaction. Nevertheless, retention approaches are informal to a great extent. Although stylists keep notes of individual clients to customise visits in the future there is no CRM that can automate reminders to rebook, follow up on services and offer seasonal discounts.

Loyalty Advocacy

Service consistency and emotional connection makes customers be loyal to Gielly green. It has a strong customer base in the salon and it also has no formalised loyalty programs or referral rewards that would formalise repeat purchase and encouragement of referrals. To

achieve the repetitive business, competitors regularly will use points systems and referral discount, a practice endorsed by (Adamska, 2022), who believe formal loyalty programs enhance both direct and indirect customer benefits.

Critical Reflection

Although Gielly Green manages to achieve outstanding experiences in its service delivery, its customer lifecycle management is largely dependent on relations between staff and clients and not on the scale-able technology based processes. In order to make the growth future-proof, the CRM platforms and loyalty programs may be integrated to increase the customer retention rates and maximise the organising of the lifecycle.

3.2. Customer value

The value received by the customer is called customer value; it is the perceived benefits of the customer using a product or service in comparison to its cost (Kotler, et al., 2019). The appreciation of the customer in the setting of the Gielly Green is by no means superficial and includes the definition of the value as functional, and emotional, and incorporates not only the idea of high-quality service of beauty, but also the allure of living luxuriously, moral product consumption, and customization of attention.

Direct Customer value

Direct value is rated on service revenue, the rate at which clients visit, and average size of transactions that take place at Gielly green. The salon has high prices on the services that it offers, making clients who would like to pay a high price to get the best and elite service. Competitive visits of loyal customers are also a significant factor that increases the level of saloon profitability. This reduces the effectiveness of the salon to measure and maximise the contribution of long-term customer relationships regarding finances. The beauty industry in the UK is a growing market where competitors apply the CLV metrics to enhance its profitability by streamlining services and offering promotions according to the activities in the customer lifecycle (*How Technology Is Driving Growth And Inclusion In Beauty And Wellness, Forbes, 2024*).

Indirect Customer Value

Gielly Green has a superior reputation and media exposure, but it lacks the system of harvesting or magnifying this advocacy by means of strategic programs. The lack of referral programs or other activities involving social media reduces the possible multiplier effect created by positive customers of the brand becoming brand ambassadors.

Critical Reflection

Gielly Green successfully provides experiences that are personal and of the highest quality, its customer value maximisation strategy is rather informal and relationship-based. To enable and prolong its value creation further, the salon must employ data-based strategies aimed at turning satisfied customers into long-term contributors to value, including CLV modelling, automated loyalty monitoring, and systematic advocacy programmes.

3.3. Managing Customer Expectations

Understanding and Meeting Expectations

Gielly Green has been very successful in predicting the major expectations of their customers where they engage qualified consultations, experienced stylists and products of ethical nature. The customers are used to a calm and luxurious environment, and the salon manages to provide them with it due to consideration of environmental aesthetics and professionalism of the staff (*Our Philosophy, Gielly Green, 2025*). It is in line with the Gronroos (1990) model of service quality according to which both the technical result (e.g., quality of a haircut) and the executional delivery (e.g., courtesy of the staff) needs to be on the expectation side of the perceived quality (Su, et al., 2022).

Yet, although in-salon experiences are ahead of the game, pre-service and post-service behavior patterns are not that elaborate. To entrench brand promise along the full service experience, competitors have implemented such features as automated appointment reminders, digital consultation forms and message of follow-ups post-service.

Managing variability and service failures

Gielly Green counters this by constantly training employees and allowing them to give informal feedback. Nevertheless, lack of a proper complaint resolution process and formalised service recovery strategies would lead to isolated service failures that might tarnish the reputation of the salon (Dalton, and Yoo, 2021).

Critical Reflection

The customers have the core expectations managed successfully by Gielly Green in the aspect of in-salon service delivery. However, the separation of digital experience and informal service recovery are examples of lack of whole picture when it comes to expectation management. Enhancing such points with tools of CRM and systematic models of service quality would help to assure a more stable and unified customer journey in all points of contact.

3.4. Customer Loyalty

In the luxury service industry, customer loyalty is an effective tool of repeat purchase, avoidance of irregular income patterns, and brand advocacy (Singh, et al., 2023). When it comes to Gielly Green where the services are not just a transaction but an experience and a relationship where a client will trust you always to provide them with superior services then loyalty is not a matter of such transactional perks: it concerns an emotional connection, experience, trust as well as providing them a service that is always high in quality.

Current Loyalty-Building Approaches

Gielly Green is enhancing loyalty with the help of customised customer care, ethical use of products, and peaceful salon space. The repeat customers are stimulated by old stylist-client relationships. Nevertheless, the salon does not have official customer retention systems, including membership, referral, or tier-based offers, which other competitors now employ to enhance the rate of customer retention (*How Customer Loyalty Programs Can Enhance the Customer Experience, Forbes, 2018*). In the absence of these structures, the loyalty strategy adopted by Gielly Green is dependent on the performance of individual staff members: a strength in achieving the desired personalised service but a source of weakness in scaling businesses.

Influence on Repeat visits and advocacy

It is also found that repeat visits at Gielly Green are mostly due to trust and satisfaction to services and this is also explained in the loyalty framework where affective loyalty (emotional connection) is followed by behavioural loyalty (repeat purchase). Nonetheless, because formal systems are not in place to track loyalty, the salon can fail to take advantage of opportunities to

increase engagement by using personalisation fuelled by data, or as a part of re-engagement programs (Ghorbanzadeh, 2021). As it is the case in the salon, loyal clients often tend to refer the salon to other customers, but due to lack of a formal referral system, referral advocacy is unlikely to result in a quantifiable business growth.

Examples of Loyalty-Building cases in the Industry

Other UK salons have introduced membership plans with discounted treatment rates, priority booking, and special offers and this has encouraged shoppers of such salons to visit them regularly. Others offer points exchange or collaborate with the beauty brands to have co-branded promotions. As an example, Toni & Guy loyalty app offers discounts and first looks, encouraging constant interaction (*Loyalty to beauty online shops in the UK 2024, by brand, Statista, 2025*).

Critical Reflection

In order to advance beyond relationship-driven loyalty, Gielly Green ought to involve systematic loyalty programs, without losing the intimate image that it has, reverting persistence practices. Combining an emotional commitment with transactional rewards, the salon can sustain a continuous expansion at an equal footing with its luxury brand image.

3.5. Customer Centrality

Customer centrality is the positioning of the customer in the centre of all strategy and operating decisions. In the case of beauty salon business, this strategy means to have every service, process and employee behaviour focused on the customer experience enhancement. As a high end, boutique style salon, Gielly Green evidences some of the key aspects of customer centrality in the very personal consultations offered and in the ethical sourcing of products.

Current approaches at Gielly Green

Customer centrality at Gielly Green is reflected in bespoke services in the salon whereby customers receive treatment as unique individuals responsive to the needs and preferences of customers. Employees receive not only technical but also soft skills (emotional intelligence, active listening, etc.) which are needed to earn the trust of a client (Smit, 2023). This strategy would facilitate co-value creation, which implies that service outcome would be produced as a result of collaborative process between the client and stylist.

Nevertheless, the customer-centricity at the salon is mostly informal along with being instinctive as opposed to being an outcome of awareness-driven decision-making. As opposed to the competitors that use CRM analytics to profile customers and customize services, Gielly Green wishes to use a subjective approach to knowledge possessed by particular stylists.

Strategic Customer Centrality opportunities

In order to take a more customer-focused vision, Gielly Green may introduce the concept of customer journey mapping and segmentation by establishing contact points that are vital and creating services around specific customer segments (Guerola-Navarro, et al., 2024). Building in the processes of getting feedback and analysing that data to improve the services provided would also go further to align the needs of the customer with the actions of the business.

Critical Reflection

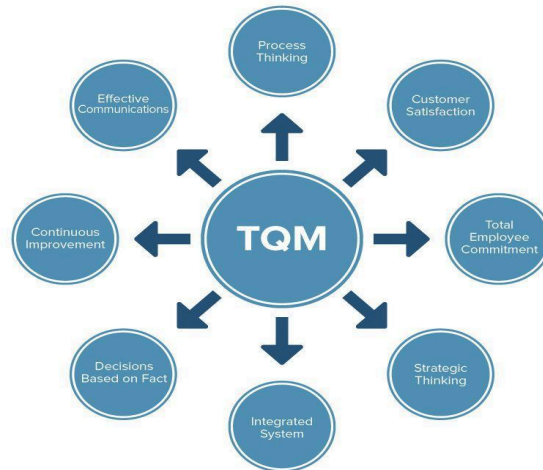
Gielly Green has integrated customer centrality in service provision, it has failed to operationalise this philosophy on the entire customer experience. With the help of data-driven tools and formalising its strategy, the salon will be able to offer customers the consistently definite customer experience, preserving its competitive edge in the luxury beauty market.

4. Quality Management Processes

4.1. Quality Models & Theories

4.1.1. Total Quality Management (TQM)

The Total Quality Management (TQM) proposes a culture of constant improvement, customer orientation, and popular participation within the organisation as a whole (Stephens, and Roszak, 2021). To some extent, Gielly Green is an example of the TQM principles as it is oriented on the individual approach and ethical behaviour. Employees can personalise the treatment regimens to the needs of each client: this is one of the main principles of TQM, which focuses on the idea that employee responsibility lies in the quality of performance.



(Smartsheet, 2023)

The weaknesses however are that there are no systematic processes of continuous improvement. Customer feedback comes informally in conversation and is not always logged, analysed and actioned throughout the organisation. This reduces the capacity of the salon at learning the service gaps. In contrast to manufacturing settings, where TQM has caused standardisation, an innovative service such as Gielly Green will have to redefine TQM so that TQM can enable stylists to have freedom to work but institutionalise quality control behind the scene.

Some of the aspects that the salon might incorporate to be fully in line with TQM would include:

- Traffic service audits.
- Quality circles under the lead of teams.
- An online feedback analysis method used to collect and review the customer feedback cycles.

4.1.2. Six Sigma

Six Sigma, which is based on reduction of defects and optimisation of processes, is interested in data-driven decision-making and in minimising variability (Huang, et al., 2023). Six Sigma applied to Gielly Green is very applicable to areas of operation such as scheduling of appointments, management of stock and management of payments.

The current appointment system that the salon uses is manual which is prone to human mistakes, over booking or idle time slots in peak seasons. Such workflows might be simplified with the help of a Six Sigma approach with special reference to the DMAIC approach (Define, Measure, Analyse, Improve, Control). For instance:

- Define: Enhance the reliability of appointments.
- Monitor no-show and booking errors.
- Analyse: Find the causes of the causes (e.g. miscommunications).
- Ameliorate: Start digital booking where confirmations are automatically made.
- Control: Track the punctuality of the appointments into time.

However, the quantitatively oriented, metrics-oriented nature of Six Sigma might not be good at harmony with the approach of Gielly Green of relational service. Consequently, applying Six Sigma to Gielly Green ought to be a discriminate process and one that would strengthen the reliability of processes outside of the customer-contracting experience: it must remain somewhat human because it should have some fluidity.

4.1.3. Deming Theory of Total Quality Management

According to his theory, Deming puts the responsibility of leadership and systems thinking at the centre of quality management (Mayangsari, et al., 2023). Deming proposes to analyse the entire organisation as an interconnected system unlike Six Sigma which tends to focus on certain processes. The view is useful in Gielly Green where marketing, operations and service delivery at the frontline is thoroughly interconnected.

The management of Gielly Green assumes active control over the hustle and bustle in daily operation, which is the principle of ownership commitment by Deming. Nevertheless, a sectional examination in how each component of business can positively impact the quality as a whole is lacking. For example:

- The performance of stylists is unlinked to marketing promotions which translates to mismatch capacity management at times.
- The quality of suppliers (organic products) is checked but not the connection with the data on customer satisfaction: it is not systematically assessed.
- The Plan-Do-Check-Act (PDCA) cycle offered by Deming may be used as follows:

- Plan: Develop new organic facial service as per the trend of the clients.
- Do: Test it with a sample of the customers.
- Check: Inflict review and evaluate quality of service.
- Action: Develop and refine the service, and go broad.

A cynical consideration is that Deming system-based approach might be too corporate in a small-scale context. Gielly Green would have to convey the messages of quality initiatives as a means, rather than a handcuff on creativity in order to prevent alienation of the staff.

4.1.4. Crosby's Zero Defects Theory

The philosophy of Crosby on doing things right the first time lays more emphasis on preventing error rather than correcting it (Panigrahi, 2023). Customers are never satisfied with less than perfection, and therefore, this theory is most applicable in the delivery of premium services.

Gielly Green follows part of this philosophy since they hold detailed pre-service consultations to ascertain the expectancy of clients. Nevertheless, there is variability of services:

- Disagreements in stylist strategies.
- Sporadic shortage in the supply of products.
- Cancellation problems during the peak time.

Crosby would say that such things are not people oriented and therefore need to be addressed by:

- Well defined Standard Operating Procedures (SOPs).
- The frequent training of staff on the precision of processes.
- Checklists of service delivery.

However, a blind devotion to Zero Defects is likely to eliminate the touch of a personal approach inherent in the brand of Gielly Green. The Zero Defects approach ought to be used to stop foreseen mistakes (e.g., incorrect reservations), when having creative leverage during the treatments is maintained.

4.1.5. Implementation in Operational Processes

There are two conflicting imperatives in the reality of actually implementing these quality models at Gielly Green: the necessity to maintain operational control and the wish to maintain a bespoke and human centred service culture.

Importantly, such an approach:

- The design suits a one store drop shop.
- Presents dangers when expanding the operations or when there is staff turnover.
- Restricts performance improvement with data.

In order to operationalise quality structures:

- The principles of TQM might be applied with the help of team debriefs, which the staff members should have after every working day, raise the issues which went well and the areas where they need enhancement.
- Six Sigma methods may streamline booking and replenishment of stocks eliminating losses that cannot be felt by the customer.
- The systems thinking by Deming would allow it to align the marketing campaigns with its operational capacity so as to avoid instances of promotional offers that are too many to handle through the booking systems.
- Crosby Zero Defects may guarantee that the fundamentals of getting things right, making a start on time, and having things ready will never be messed up.

Critical evaluation

Although the four models offer useful advice, they have to be altered when applied to a boutique beauty salon directly. The theories derive out of industrial or massive service environment, where the technique of control of procedures is vital. On the other hand, Gielly Green focuses on its competitiveness using emotional involvement and personal service.

Model	Value for Gielly Green	Limitations
TQM	Cultural focus on customer and employee empowerment	Risk of excessive process formalisation
Six Sigma	Process optimisation for back-office functions	Overly quantitative for creative services

Model	Value for Gielly Green	Limitations
Deming	System thinking aligns front and back-office functions	Requires management time and strategic focus
Crosby	Useful for preventing basic service errors	Limits flexibility if rigidly applied

Table 1 Evaluation of Quality management models

4.2. How Quality Influences the Customer Experience (CX)

Customer experience (CX) is the overall result of interactions in various touchpoints in service industries, and is highly dependent on reliability of service quality and consistency (Kuppelwieser, and Klaus, 2021). At Gielly Green whose brand promise revolves around high-quality, customised service, quality management is part and parcel of ensuring top-notch CX that leads to retention and reference.

Emotional value and Service Consistency of Delivery

The elements that contribute to CX excellence in Gielly Green are the usage of personalised treatments, ethical use of products and calm atmosphere on a regular basis. This should be compared to the point of breaking down quality into technical quality (result, e.g. quality of hair cut) and functional one (e.g. interaction with the stylist). Both aspects, the technical perfection of outcome and the emotional satisfaction of being listened to and comprehended matter to clients.

Nevertheless, inconsistency risks are there because of the informal manner in which the salon handles service standards. As an example, depending on the level of experience, the performance of the stylist's changes slightly, and some of the appointment scheduling is diligent, and as a result, delays will occur, which breaks the flow that should be felt by the customer in the luxury industry.

CX Enablers to Quality Processes

It is possible to enhance CX greatly by formalising quality processes, such as TQM and Crosby Zero Defects. For instance:

- **The pre-service consultations** in line with the prevention philosophy by Crosby reduces the chances of disappointment (Peppers, 2023).

- **The continuous improvement cycles (TQM)** will make sure that the process of service changes according to the changing preferences of the clients.
- **Process mapping (Six Sigma)** will enable a business to get rid of service bottlenecks, which are a source of customer frustration, e.g. double booking or out of stock products.

These quality upgrades lead straightaway to elevated emotional gratification that is a need in the beauty industry where subjective feeling of care and consideration prospers constancy.

Impact on customer loyalty and advocacy

Quality CX creates trust and emotional loyalty, and translates satisfied customers into brand-loyalists (Quaye, et al., 2022). Gielly Green has good word of mouth referrals, but there is no organized system that can use this referral to advance the advocating via referral programs or using social media. With enhanced CX uniformity, the salon would be able to increase positive feedback, client recommendation, and social media exposure, which results in an escalation of indirect customer value.

Critical Reflection

Although the in-salon experiences are delivered well at Gielly Green, its CX is not connected between digital and operational touchpoints. Another aspect that does not enjoy the same type of personalisation and care is appointment booking in that the personalisation and care offered in the salon are currently not replicated. In addition, there is no line of feedback so service improvements are delayed.

The creation of strong quality models will sustain the excellence of CX through the entire customer experience, including the booking and follow-up interactions, so that the promise of the brand of luxury, ethical care can be achieved through all the touchpoints.

5. Conclusion

This report has provided critical analysis of the customer relations strategies and quality management processes used by Gielly Green and thus, it is noted that it is a business that specialises in providing personalised, ethical and premium quality beauty services. Inference of customer lifecycle analysis reveals a major emphasis on in-salon experience and poor

theoretical structure when it comes to customer acquisition, retention and advocacy approach. In the same way, Gielly Green has made an effort to meet the high standard of service but it still has a very informal system of quality management, mostly based on the skills of the personnel and their attention rather than well-organized models.

Using the various theories of quality namely TQM, Six Sigma, systems thinking developed by Deming and Zero Defects formulated by Crosby, it can be seen that there are benefits in each of the models that can be applied although its wholesome application would prove to be potentially corrosive to the originality, customizable Gielly Green brand.

Finally, operational excellence should be combined with customer intimacy to help Gielly Green achieve success as a business in the future. The integration of modularized but flexible quality process will enhance the stability and scalability of its services, whereas the customer relationship management approach must be more data-driven to harvest higher life cycle values and advocacy. By putting this holistic strategy in place, Gielly Green will be able to maintain its competitiveness within the changing UK beauty industry.

6. Recommendation

- The **Customer Relationship Management (CRM) system** would automate appointment recalls, record the preferences of clients, and customise service after the end. This would professionalise the approach of retention and decrease the reliance on individual members of staff as it is suggested by the CRM model.
- A **more systematised approach to quality** in the form of modified Total Quality Management (TQM) principles and the Zero-Defects approach of Crosby would furnish some consistency of quality in service. The implementation of the Standard Operating Procedures (SOPs) on consultations and making clusters of treatment delivery, as well as frequent quality checks of the personnel using Deming PDCA cycle would ensure constant improvement and not diminish creativity.
- The salon needs to implement some level of **loyalty program and systematic referral program** to make repeat customers and word of mouth marketing attractive. Client retention would be improved through loyalty rewards, i.e., special discounts or free

services, whereas organic growth would increase the number of clients, i.e., through referrals and their incentive reward.

- Finally, **personalised recommendations** and the **ease of the payment system** would do wonders to the digital booking system so that the premium experience is constant regardless of the customer touchpoints.

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