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Dissertation

How Do UK Grocery Loyalty Programmes Create Value for Customers and Retailers?

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Abstract

This dissertation evaluates how loyalty programs provided by UK grocery markets can play a role in creating value for customers and retailers. It deals with a management problem which arises from the convergence of several factors, such as member pricing, rewards, personalization, customer information and retail media. Customer benefits can prove to be bonafide. On the other hand, participation also requires effort, access, attention and data. However, the gains enjoyed by retailers cannot be equated with customer loyalty or incremental profit.

This qualitative-dominant mixed secondary design follows a pragmatic philosophy combined with an interpretive emphasis. It applies an abductive approach. The comparative documentary analysis analyzed three different firms, namely, Tesco Clubcard, Sainsbury's Nectar and Morrisons More. The timeline for the analysis was between January 2020 and July 2026. The analysis process accumulated 34 public documents. This set of documents generated 48 evidence units and 24 descriptive indicators. A thematic analysis supported by manual framework combined several elements, such as perceived value, social exchange, commitment-trust, privacy and retailer-capability perspectives. It also preserved evidence which was contrary or missing.

Four themes can be derived from the analysis. Compared with other mechanisms, member prices offered most genuine savings against usual prices. However, they did not ensure the lowest price in the market. Personalization may prove to be useful in increasing relevance. Although, realisation can be constrained by multiple factors, such as activation, exact-product rules, attention and unequal digital access. Participation produced information on transaction and engagement which support insight, targeting, coordination and retail media capability. On the other hand, widespread multiple membership may not allow participation from proving exclusive retailer loyalty. Incremental program profit could not be determined. A range of factors, such as transparency, accessible routes, purpose, recipient and meaningful control played an important role in proving if the exchange was balanced or not.

According to the conclusion provided by the study, the creation of value by UK grocery loyalty programs can be described through conditional two sided value conversion. H1, H2 and H4 were accepted with qualification. On the other hand, H3 was selected at

the capability level. However, financial incrementality was still unresolved. This dissertation provides several recommendations. They are as follows: reporting attainable customer value, protecting access parity, separating participation from financial measures, strengthening data and governing the exchange across functions.

Table of Contents

Abstract.....	2
Chapter 1: Introduction.....	9
1.1 Introduction	9
1.2 Background and context	9
1.3 The research problem.....	10
1.4 Importance and urgency of the research	11
1.5 Research aim.....	11
1.6 Research objectives	11
1.7 Research question	12
1.8 Conceptual orientation.....	12
1.9 Scope and delimitations.....	12
1.10 Methodological orientation.....	13
1.11 Significance and expected contribution	14
1.12 Structure of the dissertation	14
1.13 Chapter conclusion.....	14
Chapter 2: Literature Review	15
2.1 Introduction and review scope	15
2.2 Theoretical foundation.....	15
2.3 Customer value and programme-design contingencies.....	17
2.4 Customer contributions: effort, data and privacy calculus	18
2.5 Programme participation, relationship quality and retailer loyalty.....	20
2.6 Retailer value: insight, capability and monetisation.....	21
2.8 Review of recent research, 2023-2026	23
2.9 Integrated theoretical framework and analytical hypotheses	24
2.10 Research gap.....	25
2.11 How this study addresses the gap	26

2.12 Conclusion	26
Chapter 3: Research Methodology.....	28
3.1 Introduction and methodological coherence.....	28
3.2 Research philosophy	28
3.3 Research approach	29
3.4 Methodological choice	29
3.5 Research strategy, unit of analysis and time horizon	30
3.6 Documentary source selection	30
3.7 Data extraction and management.....	31
3.8 Framework-assisted thematic analysis	32
3.9 Descriptive supplement and integration	33
3.10 Trustworthiness and quality assurance	33
3.11 Ethical considerations.....	34
3.12 Methodological limitations.....	34
3.13 Conclusion	34
Chapter 4: Findings and Results.....	35
4.1 Introduction	35
4.2 Evidence-base profile and analytical coverage	35
4.2.1 Analytical adequacy of the three-programme comparison.....	36
4.3 Theme 1: genuine price value, but not automatic best value	37
4.4 Theme 2: relevance is exchanged for activation, attention and access	39
4.5 Theme 3: participation generates capability, not proof of exclusive loyalty.....	40
4.6 Theme 4: responsible exchange depends on purpose, recipient and access.....	41
4.7 Cross-programme synthesis and H1-H4 decisions	42
4.7.1 Triangulation and strength of the results	44
4.8 Chapter summary.....	46
Chapter 5: Discussion.....	47
5.1 Introduction	47

5.2 Integrated interpretation and answer to the research question	47
5.3 Customer value: genuine savings but conditional realisation	49
5.4 Personalisation, effort and unequal access	50
5.5 Participation, retailer capability and the loyalty inference.....	51
5.6 Responsible data exchange, trust and legitimacy	52
5.7 Addressing the literature gap and theoretical contribution	53
5.8 Managerial implications	54
5.9 Chapter conclusion	55
<i>Chapter 6: Conclusion and Recommendations</i>	56
6.1 Introduction	56
6.2 Overall conclusion and answer to the research question.....	56
6.3 Achievement of the aim and objectives	57
6.4 Contribution to knowledge and management practice	57
6.5 Recommendations	58
6.6 Limitations.....	59
6.7 Future research.....	59
<i>References</i>	61
<i>Appendices</i>	72
Appendix A: Final document-set composition and source-position control	72
Appendix B: Evidence-to-finding traceability.....	73
Appendix C: Analytical hypothesis adjudication trail	74
Appendix D: Human-readable evidence register.....	75

List of Tables

Table 2.1. Literature review evidence base and selection logic.....	15
Table 2.2. Theoretical roles and research alignment.....	16
Table 2.3. Alignment of analytical hypotheses with the research spine	25
Table 3.1. Research-onion decisions and operational consequences	28
Table 4.1. Final document set and evidential role	36
Table 4.2. Cross-programme value-exchange findings	43
Table 4.3. Analytical hypothesis judgements.....	43
Table 4.4. Triangulated strength of central results.....	45
Table 5.1. Objective, finding and analytical-hypothesis synthesis	48
Table 5.2. Evidence-linked managerial implications	54
Table 6.1. Achievement of the research objectives	56
Table 6.2. Evidence-derived recommendations.....	58
Table A1. Document coverage and evidential function.....	72
Table B1. Findings, objectives and evidence IDs	73
Table C1. Supportive, qualifying and missing evidence for H1-H4.....	74
Table D1a. Programme evidence E01-E30	76
Table D1b. Regulator and independent evidence E31-E48	77

List of Figures

Figure 2.1: Integrated two-sided value-exchange framework.	24
Figure 4.1. Cross-programme documentary findings architecture.	37

Chapter 1: Introduction

1.1 Introduction

UK grocery loyalty programs have significantly developed as they provide wider value and data propositions instead of mere point cards. They may combine a range of benefits, such as, prices, rewards, personalised offers, applications, partner benefits, customer insight and retail-media activity. This produces a management question for both sides. What will customers receive, what will they contribute? In addition to that, what will retailers gain and which conditions ensure that the exchange is credible and accessible?

This dissertation asks: How do UK grocery loyalty programmes create value for customers and retailers? A qualitative-dominant secondary documentary research has been used for comparison between Tesco Club card, Sainsbury's Nectar, and Morrisons More. The study is comparative instead of a single company case study. It does not assume that utilization of loyalty programmes ensure deep customer loyalty. This chapter establishes the context, challenges, objectives, and scope of the research. Along with that, it also said, south, the methodological orientation and contribution of the research.

1.2 Background and context

Grocery retail provides a relevant context as shopping is frequent, price, sensitive, and competitive. Loyalty cards and digital services related to it can provide important data on shopping locations, spending and product preferences. This aligns with relevant offers, although raises questions about transparency, customer control, and responsible use.

This is a significant issue from an economical point of view. The Competition and Markets Authority (CMA, 2024) shows that, 97% of survey grocery shoppers were attached with at least one supermarket scheme while holding three membership cards on average. The average loyalty price savings were between 17% and 25%, derived from the assessment on five supermarkets. Still 43% of the surveyed individuals deemed member-only price discounts unfair. 40% did not trust that genuine savings can be made from loyalty prices. The analysis by CMA proves that almost 92% of approximately 50,000 dual price products offered a genuine discount compared to the

usual price at the retailer. As a result, a program can provide an authentic financial benefit and still be vulnerable to doubts about fairness, access and communication.

For retailers, loyalty is a strategic capability. Tesco PLC(2026) establishes connection between Clubcard with personalised value, customer insight and Tesco Media. J Sainsbury plc (2026) identifies Nectar as an integrated proposition which supports Nectar360.Wm Morrison Supermarkets Limited (2025) presents More pricing within its customer proposition. These annual reports manifest corporate framing. However, it does not automatically prove satisfaction, casual sales effects, or incremental profit. Therefore, corporate claims should be compared in terms of academic, regulatory and independent evidence.

1.3 The research problem

Customer value is evaluated separately from a retailer value. Customer communication focuses on savings, points, convenience, and relevance. Management discussion on the other hand, prioritizes insight, engagement and commercial capability. However, they are connected with each other. Benefits of the retailer relies, partly on participation and information. On the other hand, customer benefit depends on converting that information into useful and trusted value. Customers may give money, effort and information to gain benefits that vary according to household, channel and program rules.

Zeithaml (1988) utilizes perceived value to evaluate what is received in relation to what is given. In this case, benefits include several elements, such as savings, rewards, convenience, and recognition. On the other hand, sacrifices consist of money, time, effort and information. So, Danaher and Gupta(2015) categorize six dimensions of loyalty programme. They are as follows: reward, attractiveness, knowledge, benefit, experiential benefit, group belongingness, disclosure comfort, and required effort. They also create a distinction between loyalty to a program and loyalty to the retailer. A shopper may use several schemes and choose from whichever gives the best value for a particular basket.

Relationship marketing introduces a relational test. According to Morgan and Hunt(1994), trust and commitment are central to a successful exchange. For this reason, repeated usage of cards cannot automatically prove a durable relationship. Turner and Wilson (2006) offer a historical Tesco benchmark, but their small, single-

location study predates current member pricing, applications and retail media. Haji, Temprano-Garcia and Peluso (2025), studying 923 consumers across 13 UK grocery retailers, show that data availability can operate through perceived risk and perceived convenience or inspiration. Its value therefore depends on benefit, control and trust.

Retail media widens the retailer side. Pauwels and Fagbola (2025) describe a stakeholder ecosystem involving consumers, brands, retailers and regulators. First-party information may improve targeting and commercial capability, but privacy concerns and advertising clutter may weaken trust. Dorotic, Bijmolt and Verhoef (2012) and Breugelmans et al. (2015) identify continuing questions about context, design, technology and evaluation. The gap is a current UK comparison that brings benefits, contributions and responsible-data tensions into one framework, without claiming to measure individual behaviour or causal financial outcomes.

1.4 Importance and urgency of the research

The study is important as loyalty pricing may prove to be material during cost of living pressure although access and trust are not equal. It addresses marketing questions about rewards, personalisation, data and relationship communication, and management questions about coordinating pricing, digital services, governance and retail media. It also contributes from a regulatory angle. The CMA(2024) encountered access concerns for people who are either under 18 or do not use smart phones. On the other hand, the ICO(n.d.) focuses on responsibilities attached with loyalty card information.

1.5 Research aim

The aim of this dissertation is **to critically evaluate how selected UK grocery loyalty programmes create and communicate value for customers and retailers through comparative secondary research.**

1.6 Research objectives

1. To develop an integrated framework for customer and retailer value from loyalty-programme and relationship-marketing literature.
2. To compare customer value through pricing, rewards, convenience, personalisation and related benefits.

3. To examine customer contributions and retailer benefits, including data disclosure, effort, engagement, insight and commercial capability.
4. To evaluate accessibility, transparency and responsible-data tensions and develop evidence-based recommendations.

1.7 Research question

The main research question is:

How do UK grocery loyalty programmes create value for customers and retailers?

The “how” wording directs attention to mechanisms and meanings rather than a simple ranking. Naming both customers and retailers prevents a one-sided analysis. Public programme, regulatory, corporate and academic documents provide an appropriate evidence base.

1.8 Conceptual orientation

The study provides a combination of several complementary perspectives. The benefits-versus-sacrifices logic presented by Zeithaml's (1988), provides the value perspective. So, Denaher and Gupta (2015) demonstrates dimensions that sensitize analysis to factors, such as rewards, knowledge, experience, belonging, disclosure, comfort, and effort. Morgan and Hunt (1994) establish a distinction between participation and relationship quality. Haji et al. (2025) categorize data as either benefit or risk. Pauwels and Fagbola (2025) includes retail-media challenges into the analysis. These concepts guide coding. Inductive themes and contrary evidence will also be preserved.

1.9 Scope and delimitations

Tesco Clubcard, Sainsbury's Nectar and Morrisons More case have been selected for this comparison. These established programmes provide comparable benefits received at the customer's end as well as sufficient public material. However, they do not represent every UK scheme. The evidence timeline is January 2020 to July 20 26 which covers member pricing, personalization, applications, and data-led retail.

The intended evidence base consists of around 30 to 40 public documents. This evidence base includes a plethora of materials. These materials are as follows: public

documents, including programme terms, pricing and privacy materials, annual reports, official value pages, retail-media materials and CMA, ICO and other credible independent publications. Although peer-reviewed literature supports the theory, it is not considered as a programme evidence. Documented value exchange is considered as the unit of analysis. For instance, what programmes communicate, what customers provide, what retailers report on their gains and which independent evidence confirms or qualifies.

This study can be defined as a qualitative-dominant secondary documentary research with a limited descriptive quantitative supplement. It will report comparable published counts, percentages, or simple time patterns. However, it will not conduct any surveys, regression, casual estimate or metric harmonization. It will not be able to directly measure, lived experience, individual satisfaction, incremental profit, and casual purchasing effects. Retention of source position, date, denominator, and limitation is necessary. Corporate claims will be separated from interpretation.

1.10 Methodological orientation

The dissertation applies a pragmatic philosophy, combined with an interpretive emphasis and an abductive approach. Documents which go against relevance and quality criteria will be selected. A thematic coding assisted by manual framework will begin with elements, such as reward attractiveness, knowledge benefit, experiential value, disclosure comfort, effort, accessibility, retailer insight and commercial capability. This process will allow the development of inductive themes. This alignment is based upon the theory given by Saunders, Lewis and Thornhill (2023). Bowen (2009) supports analysis of contextual documents. Braun and Clark (2021) put emphasis on coherent thematic practice.

The design maintains the approved ethics boundary. No data will be derived from participants, recruitment, confidential records, new personal data or special-category. Publicly available documents and published aggregate statistics will not be used until formal ethical approval is recorded. Chapter 3 provides information on full research-onion logic, source-selection procedure, coding trail. In addition to that, it will also provide ethics arrangements and trustworthiness safeguards.

1.11 Significance and expected contribution

The academic contribution can be defined as an integrated two-sided framework which establishes a connection between multiple factors, such as customer value, relationship quality, data exchange, programme design and retail-media capability. The study provides a range of practical contributions, namely, evidence-based guidance on clearer savings communication, accessible participation, proportionate data use, customer control and transparent measurement. It will also contribute by helping managers separate participation from durable trust and commitments.

1.12 Structure of the dissertation

Chapter 1 introduces several dimensions of this analysis ,such as context, problem, aim, objectives, question, scope and method.Chapter 2 reviews customer value, loyalty-programme design, relationship marketing, data exchange, retail media, accessibility and the research gap. The main objective of Chapter 3 is to explain documentary design, source selection, coding, descriptive evidence, ethics and trustworthiness. All findings are presented in chapter 4. Chapter 5, provides a discussion on these findings and considers their management implications. At the end, Chapter 6 develops conclusions and presents recommendations along with future research.

1.13 Chapter conclusion

Loyalty programs provided by UK grocery shops create benefits through savings, rewards, convenience and personalization. Nevertheless, value is also contingent upon effort, access, and trust. Retailers may gain insight and commercial capability, although corporate claims do not independently prove relationship quality or incremental profit. This dissertation compares Tesco Clubcard, Sainsbury's Nectar and Morrisons More through a secondary documentary design subject to formal ethical approval. Chapter 2 develops the framework for later analysis.

Chapter 2: Literature Review

2.1 Introduction and review scope

This chapter critically reviews how grocery loyalty programmes may create value for customers and retailers. It treats a programme as a two-sided exchange rather than assuming that enrolment, activity or repeat purchasing proves loyalty. The thematic structure follows the research aim and four objectives: theoretical integration; customer benefits and programme design; customer contributions and retailer capabilities; and accessibility, transparency and responsible data use. Seminal research establishes the concepts, while a dedicated 2023-2026 synthesis tests their relevance to contemporary data-rich retailing. Organisational evidence from selected UK programmes is reserved for later analysis.

Table 2.1 records how relevance, methodological strength, currency and contextual fit shaped source selection. It improves transparency without misrepresenting the chapter as a systematic review.

Table 2.1. Literature review evidence base and selection logic

Evidence category	Selection logic	Analytical role	Principal boundary
Foundational theory	Seminal definitions of value, loyalty, trust and customer equity.	Builds the integrated framework.	Broad or older; not current UK programme tests.
Programme evidence	Peer-reviewed reviews and empirical studies of design, participation and outcomes.	Tests mechanisms and contingencies.	Heterogeneous settings and self-selection limit causal inference.
Digital exchange	Recent research on personalisation, privacy, analytics and retail media.	Links data contributions to two-sided value.	Often non-UK or non-grocery.
UK context	Regulatory and sector evidence on savings, access, fairness and data use.	Grounds UK interpretation.	Cannot establish experience or causality.

Source: author's synthesis of the reviewed literature.

2.2 Theoretical foundation

The two-sided aim requires complementary theories covering benefits, contributions, relationships, retailer capability and governance. Each lens has a defined task and boundary.

Perceived-value theory. Zeithaml (1988) defines value as what is received relative to what is given. Sweeney and Soutar (2001) add functional, emotional and social dimensions, while So, Danaher and Gupta (2015) connect programme benefits with disclosure comfort and effort. This lens supports Objectives 1 and 2 without reducing value to discounts; however, designed value does not establish realised saving, durable behaviour or retailer return.

Kumar and Reinartz (2016) similarly require customer and firm value to be balanced over time, but their broad synthesis does not specify how grocery-programme sacrifices should be evidenced.

Social-exchange theory and privacy calculus. Social exchange explains why customers may provide spend, attention, access and information for expected benefits. Privacy calculus adds convenience, relevance, control, vulnerability and risk (Martin and Murphy, 2017; Krafft et al., 2021). These lenses support Objectives 1, 3 and 4, but rational calculation can oversimplify habitual or unequal exchanges, and consent need not imply informed acceptance.

Commitment-trust theory. According to Morgan and Hunt (1994), trust and commitment should be considered as relational mediators. Credible benefits and responsible conduct may support relationship quality, whereas opacity may weaken it. The lens supports Objectives 1, 3 and 4 by separating programme use from retailer relationship, but cannot prove that trust causes repeat purchasing.

CRM, analytics and customer-equity theory. Payne and Frow (2005) integrate strategy, value creation, channels, information and performance; Rust, Lemon and Zeithaml (2004) distinguish value, brand and relationship equity; and Wedel and Kannan (2016) explain data-rich analytical capability. These perspectives support Objectives 1 and 3, but a data asset is not automatically a capability, nor is capability proof of incremental profit.

Table 2.2. Theoretical roles and research alignment

Theoretical lens	What it explains	Objective alignment	Main analytical boundary
Perceived value	Customer benefits relative to money, effort, access, attention and data sacrifices.	1, 2	Offered or perceived value is not uniform realised value.
Social exchange and privacy calculus	Reciprocity, disclosure, convenience, control and risk.	1, 3, 4	Consent or stated willingness may not represent informed behaviour.

Theoretical lens	What it explains	Objective alignment	Main analytical boundary
Commitment-trust	Movement from transaction towards relationship quality.	1, 3, 4	Programme use and retailer loyalty remain distinct.
CRM, analytics and customer equity	Conversion of information into organisational capability and possible longer-term value.	1, 3	Capability, implementation, outcome and incrementality require different evidence.

Source: author's synthesis of the reviewed theories.

Together, perceived value evaluates the customer side; exchange/privacy lenses explain contributions; commitment-trust qualifies relationships; and CRM/customer equity explains retailer capability. Their integration fulfils Objective 1 and grounds Section 2.9.

2.3 Customer value and programme-design contingencies

Loyalty-programme value is multidimensional. Mimouni-Chaabane and Volle (2010) identify monetary, exploration, entertainment, recognition and social benefits. On the other hand, So, Danaher and Gupta (2015) combine reward attractiveness, knowledge, experience and belonging with disclosure, comfort and effort. The latter argument, alliance mall with the study's two sided question. However, the two Australian stand-alone programs it illustrates, may not transfer directly to UK groceries with high frequency, member pricing and overlapping memberships. Roy et al. (2024) introduces smart-service values which are utilitarian, hedonic, social and technological. Their scale development shows that technology can have a significant influence on value. Still, it fails to prove that every digital feature is accessible, trusted or economically worthwhile.

Retail syntheses considers experience as a connected journey, but also warns that technologies which are interactive or enforced may develop barriers (Grewal and Roggeveen, 2020; Yang and Garnier, 2022).

The effectiveness of the programme is contingent upon design and context. Yi and Jeon (2003) create a distinction between value perception, programme loyalty, and brand loyalty. Henderson, Beck and Palmatier (2011) on the other hand, identify status, habit and relational mechanisms. As a result, factors, such as immediate savings, progress, recognition may produce different outcomes. There should be a separation between program and brand effects.

Reviews reject universal effectiveness. Effects may change according to segment, market and design (Dorotic, Bijmolt and Verhoef, 2012). At the same time, reward, structure, technology and performance measurement remain unsettled (Breugelmans et al., 2015). A review on 131 articles by Chen, Mandler and Meyer-Waarden's (2021) derives dominant status, inertia and relationship explanations, although it provides a very limited multi theoretical and technological analysis. Although its breadth manifests fragmentation, it may obscure grocery economics.

Cross-country reinforces the concept of contingency. Rewards which are direct and immediate are associated with stronger sales productivity across 358 banners (Bombaij and Dekimpe, 2020). On the other hand, 900 temporary programs revealed interacting design, retailer and country effects (Bombaij and Dekimpe, 2022). Scale suppose comparison, although it does not explain individual fairness or effort. Panels observe behavior. Corrected member effects fall and attribution can be complicated by prior purchasing and heterogeneity (Leenheer et al., 2007; Meyer-Waarden, 2008; Liu, 2007). Therefore, uncorrected member spending emerges as weak, casual evidence.

Reward timing, effort and overlap prove to be central factors. Immediate prices may be clearer than deferred points. On the other hand, coalitions widen choice, although it can dilute the retailer relationship. Stourm and Bradlow (2023) illustrate cross-partner reward effects by showing that ecosystem value and strategic reward optimization don't need to produce exclusive commitment.

Panels may omit a significant number of motives. Surveys can risk common method and intention-action gaps. Experiments can be void of realism. As a result, programme design can create propositions but does not guarantee loyalty. Objective 2 requires comparison of visibility, immediacy, attainability, relevance and effort instead of headline reward rates.

2.4 Customer contributions: effort, data and privacy calculus

The customer side is not limited to expenditure. Participation may require multiple factors, such as enrolment, app access, attention, activation, monitoring, redemption

and personal or transactional data. A benefit which is technically available but prove to be difficult to understand or obtain may create less realised value than its advertised amount suggests.

Social exchange considers disclosure as a reciprocal material. Pallant et al.'s (2022) latent-class analysis of 463 US consumers identifies six segments differentiated by privacy, trust, engagement and technology readiness. This challenges a universal calculus, but cross-sectional willingness is not observed UK grocery behaviour.

Krafft et al. (2021) identify implicit terms of ownership, intimacy, permanence and value, moving analysis beyond legal consent. Experiments show that sensitive disclosure can raise costs and produce diminishing personalisation benefits (Gouthier et al., 2022), while customers distinguish positive and negative consequences of paying with data (Fehrenbach and Herrando, 2021). Interviews add convenience and control alongside exploitation, misfit and privacy barriers, but cannot estimate UK prevalence (Riegger et al., 2021).

The personalisation paradox is conditional. Collection visibility, trust-building, channel, design and sensitivity alter responses (Aguirre et al., 2015; Bidler et al., 2020; Okazaki et al., 2020). Contextual-integrity research further locates privacy among firms, consumers, technology and regulators (Bleier, Goldfarb and Tucker, 2020; Martin et al., 2020; Quach et al., 2022). Convergence rejects data as a neutral input, but heterogeneous settings preclude one acceptable-exchange threshold.

Haji, Temprano-Garcia and Peluso (2025) provide particularly relevant evidence from 923 consumers across 13 UK grocery retailers. Perceived availability of sensitive data relates to loyalty through a positive route involving convenience and inspiration and a negative route involving perceived risk, with purchase channel affecting these mechanisms. Its UK multi-retailer setting is a strength, but the cross-sectional structural model still supports associations rather than proof of causal behavioural change. It nevertheless confirms why customer data should be coded simultaneously as a contribution, a potential benefit-enabler and a source of risk.

Accordingly, personalisation will not be classified as customer value merely because a retailer describes it as such. Later analysis must examine the promised benefit, requested contribution, transparency and independent evidence. This supports Objective 3 and bridges to Objective 4.

2.5 Programme participation, relationship quality and retailer loyalty

Dick and Basu (1994) distinguish repeat patronage from relative attitude. Oliver (1999) on the other hand, presents loyalty as a developing commitment that can progress beyond cognitive preference. Both perspectives demonstrate that, repeated purchases can be spurious if driven by convenience, habit or price. In the context of grocery retail, this distinction becomes especially significant due to high shopping frequency and multiple accessible competitors.

Commitment-trust theory puts forward a proposition that trust and commitment mediate successful relational exchange (Morgan and Hunt, 1994). A programme can support relationship quality when benefits are credible and the retailer's conduct is dependable. However, the same mechanism may imply fragility. Factors such as opaque data practices, inaccessible pricing or perceived manipulation can play a negative role when it comes to Trust. Dowling and Uncles (1997) therefore question whether loyalty schemes produce genuine loyalty rather than short-term deal response. Uncles, Dowling and Hammond (2003) similarly emphasise that loyalty frequently reflects polygamous purchasing patterns, not exclusive attachment.

Recent evidence extends, but does not validate, the full chain. A meta-analysis of 1,908 effects finds cognitive, affective and social experiences differ by loyalty outcome, although averages combine heterogeneous settings (Liu-Thompkins et al., 2022). Meyer-Waarden, Bruwer and Galan (2023) link perceived value, engagement and programme/brand loyalty, but cross-sectional US mixed-sector evidence cannot establish UK grocery causality.

This evidence supports a disciplined chain of interpretation. Programme features may contribute to developing perceived value. Perceived value can support engagement. Engagement may relate to program loyalty. Lastly, under some conditions, program loyalty can contribute to retailer trust, commitment, or repeat patronage.. Each link requires evidence. Therefore, the present research considers factors, such as membership, active use, programme engagement, retailer loyalty and retailer value as distinct constructs. This will prevent figures of published participation from being presented as proof of customer commitment or incremental commercial performance.

2.6 Retailer value: insight, capability and monetisation

Retailer value is a broad aspect compared to repeat purchasing. Loyalty infrastructures can identify transactions and connect channels. Additionally, they can support segmentation and enable targeted communication. Payne and Frow (2005) demonstrates why data alone should not be considered a capability. Organizations must integrate information into strategy, channels, decisions and performance assessment. In a similar manner, Wedel and Kannan (2016) make analytical and organizational capability necessary conditions. On the other hand, Du et al. (2021) warn that easily measured information can produce a streetlight effect when availability is mistaken for strategic usefulness.

Customer-equity theory links capability with longer-term value through value, brand and relationship equity (Rust, Lemon and Zeithaml, 2004). Loyalty data may inform these drivers. However, information availability does not indicate incremental customer equity. For instance, existing customers may have purchased anyway, targeting can redistribute demand and programme costs may offset revenue. Therefore, corrected behavioural evidence is more credible than simple member or non-member comparison.

Nevertheless, Data can contribute to creating strategic options. After analyzing 122,000 marketplace brands, Qin, Pauwels and Zhou (2024) demonstrate how retail and advertising data can inform allocation across awareness, consideration and revenue metrics. The scale supports an analytical-capability claim although marketplace seller outcomes are not equivalent to grocery-programme profitability.

Retail media extends this logic by converting first-party insight and customer access into supplier-facing commercial opportunity. Pauwels and Fagbola (2025) conceptualise retail media through multiple factors, such as consumer, brand, retailer and regulatory perspectives. Retailers can gain revenue and strategic advantage. Meanwhile, customers may gain relevance. Although ad annoyance, privacy, measurement uncertainty and retailer-brand conflict can erode shared value. Their review can be defined as contemporary and multi-stakeholder. However, its conceptual and practitioner-informed nature means proposed benefits require empirical verification.

As a result, the retailer side includes a plethora of strategic aspects, such as engagement opportunity, knowledge, targeting, coordination, customer-equity potential and monetisation. These require evaluated claims. An asset may support capability. Documented use may support implementation. A defined measure may support outcome; incrementality is supported by credible counterfactual. Connection between participation and sales, and media revenue are not interchangeable.

2.7 Fairness, accessibility and responsible governance

Bilateral economic exchange may not prove to be sufficient in order to create balance value. Customers can have a difference of opinion about multiple aspects, such as digital access, privacy, sensitivity, and ability to navigate complex terms. A program which undermines app use or personal-data disclosure may risk distributing benefits unevenly. The Competition and Markets Authority (CMA, 2024) found widespread grocery-scheme membership and meaningful average savings on examined loyalty-priced products. This independent UK evidence establishes the possibility of coexistence of genuine price reductions and perceived unfairness.

The Information Commissioner's Office (ICO, n.d.) explains that loyalty-card data can reveal where people shop, what they buy and how much they spend. Formal compliance is therefore a minimum condition and does not manifest a complete account of responsible exchange. Martin, Borah and Palmatier (2017) find that transparency and control can reduce feelings of vulnerability and shape customer and firm outcomes. In a similar manner, Martin and Palmatier (2020) frame privacy in retail as a set of persistent consumer, retailer and regulatory tensions instead of a problem with a single optimum.

Fairness and accessibility should be considered as value conditions instead of optional additions. Factors, such as clear terms, meaningful choice, credible savings, non-digital access and proportionate data use may sustain trust. Complexity, exclusion or unexpected use can contribute to converting benefit into sacrifice. The study will assess documented conditions without alleging misconduct unless established by authoritative evidence.

2.8 Review of recent research, 2023-2026

Recent research asks in what way design, engagement, governance and commercial ecosystems condition value. Coalition transactions reveal cross-partner reward spillovers (Stourm and Bradlow, 2023). Cross-sectional modelling on the other hand, links perceived value, engagement and programme or brand loyalty (Meyer-Waarden, Bruwer and Galan, 2023). Their contrasting outcomes suggest a staged process although do not prove UK grocery commitment.

In 2024, Roy et al. validated technological and experiential smart-service value. Qin, Pauwels and Zhou show retail-data capability at scale. Neither of the studies establishes grocery-programme profit. Baik and Famularo's discourse analysis finds that networked data can outgrow one-brand consent and benefits. Additionally, it also finds that risks are communicated unevenly. This strengthens contextual-integrity analysis, although sensitive US health-linked programmes are not typical UK grocery evidence.

Haji, Temprano-Garcia and Peluso (2025), covering 923 consumers across 13 UK grocery retailers, connect perceived sensitive-data availability with positive convenience/inspiration and negative risk pathways. UK fit strengthens relevance, but cross-sectional modelling remains associational. Pauwels and Fagbola (2025) extend retailer value to multi-stakeholder retail media, yet their practitioner-informed conceptual claims require empirical verification.

Two 2026 studies challenge design assumptions. Four laboratory and two field studies find experiential rewards can strengthen engagement through self-connection, but do not show superiority to immediate grocery savings (Ruvio et al., 2026). Lim and Jin (2026) associate frictionless single-sign-on with lower retention and higher returns. Although not a programme test, it supplies a rival explanation that reduced effort is not invariably valuable.

Across 2023-2026, conditionality emerged stronger than consensus on one design. Experiments narrow context. Casual force is absent on surveys. Transactions omit trust and fairness. Prevalence cannot be estimated by discourse analysis. Lastly, conceptual retail-media work does not measure incrementality. This contrast supports theory-led UK comparison which is limited to documented propositions, capabilities and tensions.

2.9 Integrated theoretical framework and analytical hypotheses

One single theory can not capture the complete exchange. Figure 2.1 integrates the theories as sensitising concepts for documentary comparison. The arrows are analytical relationships that will be evaluated.

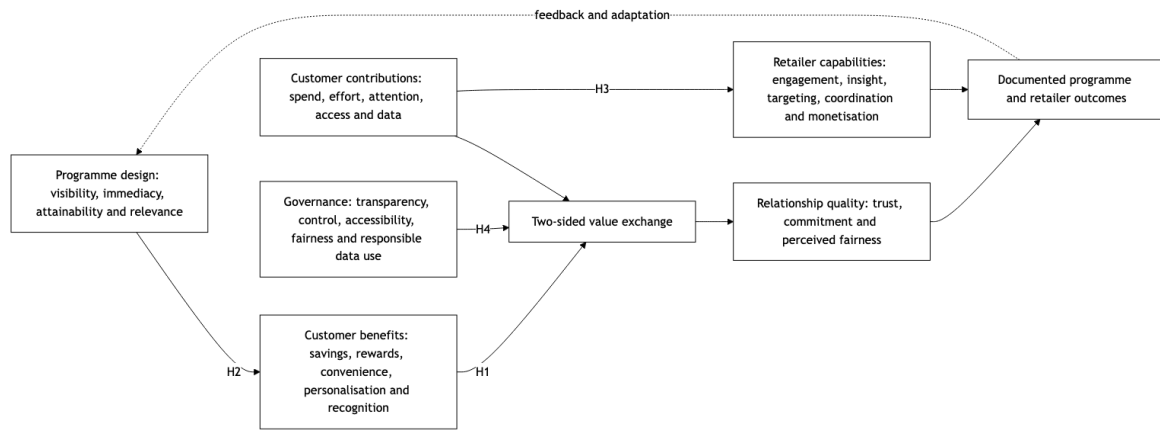


Figure 2.1: Integrated two-sided value-exchange framework.

Source: developed from Zeithaml (1988), Morgan and Hunt (1994), Payne and Frow (2005), So, Danaher and Gupta (2015), Martin and Murphy (2017), Krafft et al. (2021), Haji, Temprano-Garcia and Peluso (2025) and Ruvio et al. (2026).

These are theory-derived analytical expectations for a qualitative-dominant secondary design. Chapter 3 will operationalise them through framework-assisted coding, cross-programme pattern comparison, contrary evidence and triangulation. Findings may support, qualify, contradict or leave them indeterminate; no significance or causal estimates will be reported. Each evaluates the aim's customer-retailer value exchange.

H1: Where documented customer benefits are clearer, more relevant and easier to realise relative to financial, effort, access, attention and data sacrifices, stronger evidence of customer value will be present.

H2: Programmes offering more immediate, transparent and attainable benefits will present a stronger documented customer-value proposition than programmes relying on complex or deferred benefits, subject to customer, retailer and competitive context.

H3: Where customer data and engagement contributions are converted into evidenced insight, targeting or coordination, retailer capability will be more credible; however, capability evidence alone will not support a claim of incremental financial value.

H4: Greater transparency, accessibility, meaningful customer control and proportionate data use will be associated with a more balanced and legitimate value exchange, whereas deficits will appear as customer sacrifices or constraints on trust.

Table 2.3. Alignment of analytical hypotheses with the research spine

Hypothesis	Aim and objective alignment	Principal theory	Later evidence and coding domains
H1	Aim; Objectives 1 and 2	Perceived value	documented savings, rewards, convenience, relevance, effort, access and data sacrifice
H2	Aim; Objective 2	Perceived value and programme-design contingencies	immediacy, transparency, attainability, complexity and deferred benefit
H3	Aim; Objective 3	Social exchange, CRM, analytics and customer equity	data/engagement contribution, insight, targeting, coordination, implementation and outcome level
H4	Aim; Objective 4	Commitment-trust and privacy calculus	transparency, control, accessibility, fairness, responsible data use and contrary evidence

Source: hypotheses derived from the theoretical synthesis in Sections 2.2-2.8.

H1-H2 distinguish designed from realised value; H3 preserves the asset-capability-outcome hierarchy; H4 makes governance constitutive of value. Inductive codes remain permissible.

2.10 Research gap

The literature is extensive. Although, it is fragmented in four material ways. First, customer-value research explains benefits and sacrifices. On the other hand, effectiveness research often privileges sales or purchasing outcomes. One balanced framework rarely examines what customers receive, contribute and enable for retailers.. Therefore, Danaher and Gupta (2015) approach a value-get or value-give logic. However, their two Australian stand-alone programmes predate current grocery member pricing, app-based access and retail media.

Second, programme loyalty and retailer loyalty appear to be inconsistently separated. Behavioural panel studies provide stronger evidence compared to intentions, although self-selection makes causal attribution difficult (Leenheer et al., 2007; Meyer-Waarden, 2008). Relationship studies explain trust and commitment. However, they do not always connect them to the design and governance of contemporary loyalty infrastructure. Third, research on privacy, personalisation and data-exchange shows

that the same data can create convenience and risk. Haji, Temprano-Garcia and Peluso (2025) provide rare UK multi-retailer evidence, although their cross-sectional model does not compare the documented value propositions.

Fourth, recent research emerges as methodologically divided. Experiments explain reward or friction mechanisms (Ruvio et al., 2026; Lim and Jin, 2026). UK survey evidence models data-related perceptions (Haji, Temprano-Garcia and Peluso, 2025). On the other hand, discourse analysis exposes networked governance (Baik and Famularo, 2024). Lastly, retail-media work extends retailer capability (Pauwels and Fagbola, 2025). These streams have not been sufficiently integrated into a current comparison of how UK grocery programmes construct and communicate customer benefits, sacrifices and retailer capabilities. The gap does not indicate an absence of loyalty research. It should be considered as a limited integration, UK-specific comparison and evidence-level discipline across the two-sided exchange.

2.11 How this study addresses the gap

The research responds conceptually by integrating customer benefits, contributions, retailer capabilities, relationship conditions and governance. It provides a response through an empirical process, by comparing selected UK grocery programmes under common themes. From a methodological point of view, it responds by triangulating programme documents, corporate reporting with regulatory evidence and peer-reviewed research. The four analytical hypotheses translate the aim and objectives into traceable expectations. They also allow contrary and inductive evidence.

The contribution is not casual, but rather interpretive and comparative. The study will create a distinction between designed benefits and independently supported outcomes. It separates capability from realized financial value and regulatory concern from proven organizational wrongdoing. A thematic analysis assisted by manual framework will use the literature-derived categories. It will allow rival or inductive interpretations. In this way, the study responds to the identified fragmentation without exceeding what public secondary evidence can support.

2.12 Conclusion

The literature demonstrates loyalty-programme value as multidimensional, reciprocal and conditional. Customers may receive savings, convenience, recognition and

personalisation while contributing money, effort, attention, access and data. Retailers may develop engagement, insight, targeting and monetisation capabilities. However, participation and data volume can not establish incremental profit. A range of factors, such as trust, transparency, accessibility and fairness determine the credibility of the exchange.

The integrated framework connects perceived value, social exchange, commitment-trust, privacy calculus and management capability. Four non-statistical hypotheses align theory with the aim and objectives while preserving the documentary design. The gap concerns insufficiently integrated, current UK comparison of two-sided value, and the next chapter explains how the hypotheses and framework will be operationalised without inferential or causal claims.

Chapter 3: Research Methodology

3.1 Introduction and methodological coherence

This chapter explains how the research will answer the question: *How do UK grocery loyalty programmes create value for customers and retailers?* Saunders, Lewis and Thornhill's (2023) research onion is used as an organising logic, moving from philosophy and approach to methodological choice, strategy, time horizon and research procedures. It is not treated as a generic checklist. Each layer is translated into a rule governing evidence selection, analysis or claims. The resulting design is a pragmatic, interpretively oriented, abductive and qualitative-dominant mixed secondary study comparing the documented value exchanges of Tesco Clubcard, Sainsbury's Nectar and Morrisons More.

Table 3.1. Research-onion decisions and operational consequences

Onion layer	Selected position	Principal alternative rejected	Operational consequence
Philosophy	pragmatism with interpretive emphasis	positivism or wholly interpretivist inquiry	interpret texts critically and use published numbers only within their definitions
Approach	abduction	deduction or pure induction	move between Chapter 2 theory/H1-H4 and inductive or contrary patterns
Choice	qualitative-dominant mixed secondary	qualitative mono-method, equal-status mixed or primary research	integrate documentary themes with a bounded descriptive supplement
Strategy	comparative documentary analysis	single-company case or unrestricted sector review	compare a common unit of value exchange across three bounded programmes
Horizon	cross-sectional research using 2020-2026 documents	prospective longitudinal tracking	reconstruct documented development without claiming repeated primary measurement
Procedures	criterion selection, matrix extraction and manual thematic analysis	convenience collection or automated coding	preserve provenance, coding judgement, rival evidence and objective traceability

Source: author's methodology developed using Saunders, Lewis and Thornhill (2023).

3.2 Research philosophy

Pragmatism is appropriate as the research problem, instead of allegiance to one form of evidence, determines what is useful (Saunders, Lewis and Thornhill, 2023). Customer-retailer value contains interpretive questions about how benefits, sacrifices and responsibilities are constructed. Apart from that, it also includes

published indicators such as membership reach, savings or offer use. Hence, an interpretive emphasis is retained. Programme and regulatory documents do not manifest transparent mirrors of customer experience or organizational performance, but rather purposive representations

Pure positivism was rejected due to the unavailability of controlled variables, representative primary dataset or causal test. It would encourage incompatible public metrics to be treated as objective equivalents. A wholly interpretivist design proved to be insufficient as dismissing numerical indicators would remove useful evidence about scale and change. Pragmatism allows both forms as well as preserves their different evidential status. Operationally, text will support interpretations of propositions and tensions. Published numbers will only contextualise or challenge those interpretations.

3.3 Research approach

The study adopts abduction through movement between Chapter 2's framework and documentary patterns. Deduction could force evidence into H1-H4 although pure induction would underuse perceived-value, social-exchange, commitment-trust and retailer-capability theory (Zeithaml, 1988; Morgan and Hunt, 1994; So, Danaher and Gupta, 2015). Abduction fits Objective 1 because theory supplies sensitising concepts. Additionally, contrary evidence can refine the framework.

H1-H4 emerge as analytical expectations instead of statistical hypotheses. H1 links to Objectives 1-2 and the benefit-sacrifice balance. H2 aligns with Objective 2 and benefit design. H3 is consistent with Objective 3 and retailer capability. Lastly, H4 is linked to Objective 4 and governance. Each will be classified either as supported, qualified, contradicted or indeterminate. No significance or causal tests will be used.

3.4 Methodological choice

The design can be defined as qualitative-dominant mixed secondary research. The qualitative core interprets programme design, exchange conditions, management capability and governance. A bounded descriptive component utilizes already-published counts, percentages and simple time patterns. Mixed research requires integration in lieu of parallel presentation (Johnson, Onwuegbuzie and Turner, 2007; Fetter, Curry and Creswell, 2013). Integration will occur at design through common objectives, at analysis through joint programme-theme matrices. Additionally, it will

occur at interpretation by asking whether numerical indicators corroborate, qualify or conflict with documentary themes.

A qualitative mono-method may overlook scale indicators. Equal-status mixed methods would overstate inconsistent public metrics. Surveys or interviews would require recruitment and further safeguards. On the other hand, a feasible student sample could not establish retailer capability or sector-wide experience. The selected design is proportionate to the aim and evidence access.

3.5 Research strategy, unit of analysis and time horizon

The approach is Comparative documentary analysis. Documents preserve provenance and allow systematic examination of organizational and regulatory constructions, although they were created for purposes other than the research and may prove to be selective (Bowen, 2009). The comparison does not indicate a multiple-case study of entire retailers. Its unit of analysis is the documented programme-mediated value exchange. For instance, customer benefits and contributions, retailer capabilities, relationship conditions and governance.

The programmes should be considered as bounded comparators instead of a representative sample. Each combines rewards or member pricing with customer information and sufficient public documentation. A single programme can not offer a strong comparative leverage. An unrestricted sector review creates an uneven evidence base. Research activity is cross-sectional. Apart from this, documents cover January 2020-July 2026 which permit temporal comparison without claiming prospective longitudinal measurement.

3.6 Documentary source selection

Following ethical approval, criterion-based purposive selection will construct an information-rich evidence base of approximately 30-40 documents. About six to eight substantive programme documents per retailer will be sought, supplemented by regulator and credible independent evidence. Eligible categories are programme terms. These terms are as follows: privacy and pricing materials, annual reports and results, reward, personalisation and accessibility pages, relevant retail-media or partner materials, CMA, ICO or comparable publications. Peer-reviewed literature

informs theory and interpretation. However, it will not count as empirical programme evidence.

A document must fulfill a range of criteria, such as identifiable, public, dated, published within the period, substantively relevant to at least one objective, and sufficiently detailed for contextual extraction. Earlier material may only establish indispensable programme context. Certain materials will be excluded, namely, promotional duplicates, private social-media content, unverifiable commentary, unrelated corporate reporting and documents with unclear provenance. Selection will continue until the target range and minimum category coverage are reached. Scott's (1990) questions of authenticity, credibility, representativeness and meaning will shape the evaluation process. A screening log will record inclusion, exclusion, version, URL, access date, source position and reason.

Searches will combine programme names with terms derived from objectives including loyalty price, reward, personalisation, privacy, accessibility, customer data, insight and retail media. Official retailer, CMA and ICO domains will be given first priority, followed by independent evidence. The most complete dated duplicate will be retained unless changes provide temporal evidence. Coverage is considered as the stopping rule. Each programme requires evidence across benefit, contribution, capability and governance domains. Otherwise, absence will be recorded. Saturation will not be claimed from a small, heterogeneous document set.

3.7 Data extraction and management

Eligible documents will receive stable identifiers. An extraction matrix will record a plethora of factors, such as programme, date, document type, publisher position, objective, section, paraphrased evidence, quantitative indicator, denominator and limitation. Source-position tags will establish a distinction between corporate, regulator, independent-public and commercial-partner evidence. Corporate claims will not become independent findings through repetition. Academic literature will guide interpretation in Chapter 5. However, it will not be counted as empirical evidence about programme performance.

Multiple data, such as files, logs, extracts and calculations will be stored in the student's password-protected and university-approved OneDrive. Versioned source and claim ledgers will connect every material interpretation with its origin. This

procedure is preferable to informal note-taking as it preserves an auditable route from source to finding.

3.8 Framework-assisted thematic analysis

Manual analysis will follow six stages which are linked. First, documents will be read in context and relevant evidence will be extracted. Second, initial deductive codes derived from Chapter 2 will cover a plethora of factors, such as savings, rewards, personalisation, effort, access, data, trust, insight, targeting, coordination, transparency, control and fairness. Third, inductive and contrary codes will be added instead of forcing all material into the framework. Fourth, codes will be grouped into candidate themes and checked for internal coherence and distinction. Fifth, summaries derived from programmes will be built before cross-programme matrices identify convergence, difference and missing evidence. Sixth, themes will be mapped to Objectives 1-4. On the other hand, they will be mapped to the research question and H1-H4.

This is a thematic analysis assisted by framework. Braun and Clarke (2021) emphasise theoretical coherence and reflexive analytical choice. Nowell et al. (2017) on the other hand, demonstrate the value of an auditable decision trail. A reflexive memo will record coding decisions, changes and rival explanations. A theme will require evidence from more than one source position. Otherwise it will be labelled as source-limited. The comparison will not generate a simplistic retailer league table.

Evidence will be adjudicated as opposed to counted as votes. An official programme term can credibly establish an offered benefit or requirement. However, it can not guarantee customer satisfaction. An annual report can establish what management reports and the definition supplied. Meanwhile, regulator evidence can independently contextualise price, fairness or access, although may not attribute a sector pattern to one programme. In the case of disagreement between sources, the finding will state the disagreement as well as assess provenance and scope. It will also avoid selecting the most favourable account. H1-H4 will each receive a short evidence memo which will link supportive, qualifying, contrary and missing evidence to the final judgement.

3.9 Descriptive supplement and integration

Permitted quantitative material comprises published counts, percentages, price comparisons and simple time patterns. Every item must retain its source, definition, period and denominator. Metrics will only be compared where constructs and periods are materially compatible; missing values will remain missing. No composite index, imputation, regression, inferential test or causal attribution will be attempted.

A joint display will place descriptive indicators beside the relevant qualitative theme. It will record whether they corroborate, qualify, contradict or cannot inform it. For instance, participation may evidence reach without establishing customer satisfaction, retailer loyalty or incremental profit. This explicit integration prevents decorative statistics and protects the claims boundary.

3.10 Trustworthiness and quality assurance

Credibility will be supported through source-position triangulation and comparison of corporate propositions. In addition to that, it will also be supported by deliberate attention to contrary cases. Dependability is contingent upon certain factors, such as documented search protocol, eligibility rules, codebook, version trail and decision log. Confirmability will be strengthened through claim ledgers, reflexive memos and separation of source statements from researcher interpretation. Transferability will be supported by describing the programme set, period and evidence context, while conclusions will remain analytically rather than statistically generalisable (Shenton, 2004; Nowell et al., 2017).

These controls are more appropriate than inter-coder agreement or member checking: there is one researcher and no participants. Quality will instead be judged through rich rigour, sincerity, credibility, ethical practice and meaningful coherence between question, method and claims (Tracy, 2010). A negative-evidence check and objective-coverage matrix will be completed before findings are finalised.

A plethora of materials including document register, exclusions log, completed extraction matrix, codebook, theme definitions and four hypothesis memos will be frozen as a versioned analytical package before drafting Chapter 4. After that, a claim audit will verify that every reported finding has a retrievable evidence identifier and that no indicator has lost its denominator or period. This creates a reproducible

procedural record. Additionally, it also demonstrates that qualitative interpretation cannot be reproduced as if it were a deterministic calculation.

3.11 Ethical considerations

The study does not indulge any recruitment, interaction, confidential records, new personal data or special-category data. Nevertheless, final document collection and coding will begin only after formal ethical approval is ensured. Public availability does not remove responsibilities which concern copyright, contextual accuracy and reputational fairness. Sources will be attributed and quotations will be kept brief. Along with that, privacy, pricing or accessibility concerns will not be represented as organizational misconduct unless authoritative evidence establishes that conclusion. Student, supervisor and authorized UWTSD personnel will be provided authorized access. They can perform retention and deletion following current university requirements.

3.12 Methodological limitations

The design cannot directly observe lived experience, motives, satisfaction, causal purchasing effects or incremental retailer profit. Public documentation may favour organisational success. Regulatory evidence may apply to the sector instead of a programme. Web pages can be manipulated. Lastly, metrics may prove to be non-comparable. Purposive selection is also contingent upon researcher judgement. These limitations will be managed through archived or dated versions where possible, source appraisal, explicit missing-data reporting, cautious language and triangulation. They cannot be eliminated and therefore define the boundary of Chapters 4-6.

3.13 Conclusion

The research-onion layers form a coherent and feasible protocol: pragmatic-interpretive philosophy, abductive reasoning, qualitative-dominant mixed secondary choice, comparative documentary strategy, a cross-sectional study of 2020-2026 evidence, and manual framework-assisted analysis. The protocol connects the research question, four objectives and H1-H4 to transparent selection, extraction, comparison and quality controls. The next chapter will report only evidence generated through this approved process.

Chapter 4: Findings and Results

4.1 Introduction

This chapter reports the principal results of the comparative documentary analysis addressing the question: *How do UK grocery loyalty programmes create value for customers and retailers?* The unit of analysis is the documented value exchange mediated by Tesco Clubcard, Sainsbury's Nectar and Morrisons More. In accordance with Chapter 3, the analysis distinguishes an offered benefit from a realised customer outcome, programme participation from retailer loyalty, and organisational capability from incremental profit. Comparison with previous academic literature, fuller theoretical interpretation, the research-question answer and managerial implications are reserved for Chapter 5.

The evidence generated four themes. First, loyalty prices usually provide genuine savings, but member status does not ensure the lowest market price and other rewards introduce thresholds and expiry. Second, personalisation can make value more relevant while activation, attention and channel conditions affect whether it is realisable. Third, customer spending, data and engagement support insight, targeting and retail-media capability, although multi-membership limits relationship claims and financial attribution remains incomplete. Fourth, transparency and physical access routes improve balance although privacy comfort depends on how data are used and with whom they are shared.

4.2 Evidence-base profile and analytical coverage

The final evidence base contained 34 documents dated between January 2020 and July 2026: eight for Tesco, seven for Sainsbury's/Nectar, nine for Morrisons, and ten regulator or independent documents. Twenty-four programme/corporate documents established scheme rules, reported measures and retailer capabilities. Ten regulator, commissioned-research or independent documents supplied cross-sector price, survey, access and data-governance evidence. Eleven major PDFs were archived and text-extracted; all other web sources retained stable URLs, dates, access dates and section-level evidence. Table 4.1 summarises coverage.

Table 4.1. Final document set and evidential role

Evidence group	Documents	Principal role	Evidential boundary
Tesco Clubcard	8	programme terms, privacy, price/personalisation design, reach and media capability	corporate rules and reported indicators, not independent customer outcomes
Sainsbury's Nectar	7	Nectar Prices, personalised prices, coalition rewards and Nectar360 capability	corporate saving calculations and commercial attribution remain conditional
Morrisons More	9	programme redesign, prices, points/Fivers, access and developing media capability	scheme changes and management measures do not establish preference or causality
CMA/NatCen/ICO	8	price validity, nationally weighted shopper evidence, access and governance benchmarks	mainly sector-level; guidance is not a retailer compliance verdict
Which?	2	independent membership and price snapshots	narrower products/periods than CMA; no longitudinal retailer ranking

Source: author's document register and source appraisal (Competition and Markets Authority, 2024a; National Centre for Social Research, 2024; Which?, 2024a).

The CMA evidence supplied the principal independent counterweight. Its review combined retailer information and a year of daily pricing for around 50,000 loyalty-promoted products with a nationally weighted shopper survey and a cross-retailer sample of 429 products (Competition and Markets Authority, 2024a, pp. 5-6). NatCen achieved 2,719 responses; 2,439 respondents had grocery-shopping responsibility, although the estimated overall response rate was 4.7% and sampling error remained (Competition and Markets Authority, 2024b, pp. 2-3; National Centre for Social Research, 2024). Consequently, the survey provides credible population estimates with stated limitations, while programme documents explain design and capability without being allowed to corroborate themselves through repetition.

4.2.1 Analytical adequacy of the three-programme comparison

The three organizations are not presented as a probability sample of every UK grocery firm. They are bounded and information-rich comparators selected to evaluate whether

the same value-exchange mechanisms appear across materially different programme architectures. Clubcard represents a mature retailer-owned loyalty and media ecosystem. On the other hand, Nectar combines grocery benefits with a coalition network and a scaled retail-media business. Morrisons More represents a redesigned hybrid of several elements, such as member prices, points, Fivers and emerging media capability. This variation allows analytical comparison of price, reward, personalisation, data contribution, access and monetisation within a common UK grocery setting. Therefore, Adequacy is judged by relevance, contrasting programme architecture and evidence coverage.

Depth partly addresses the small number of firms. 24 programme documents were triangulated with ten regulator or independent sources, producing 48 evidence units and 24 descriptive indicators. Although the focal comparison contains three programmes, the CMA's external evidence drew retailer information and pricing data from five supermarkets which extends the contextual test beyond the focal cases without changing the unit of analysis (Competition and Markets Authority, 2024a, pp. 5-6). The design can identify cross-case convergence, contrast and contrary evidence. However, it cannot estimate prevalence across the entire grocery population. As a consequence, the result claims refer to the selected programmes and the mechanisms documented across them.

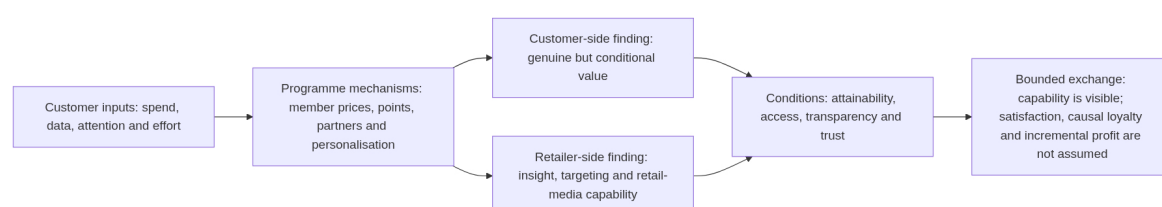


Figure 4.1. Cross-programme documentary findings architecture.

Source: author's analysis of programme documents and independent evidence (Competition and Markets Authority, 2024a; Tesco PLC, 2026; J Sainsbury plc, 2026b; Morrisons, 2024a).

4.3 Theme 1: genuine price value, but not automatic best value

Immediate member pricing was the only substantial benefit common to all three programmes. Tesco expanded from a limited 2020 introduction to around 8,000 weekly Clubcard Prices by 2023/24 (Tesco PLC, 2024); its 2025 annual report described more than 23 million UK Clubcard households, 84% UK sales penetration and potential annual savings of up to £392 (Tesco PLC, 2025, pp. 18, 28). Sainsbury's launched Nectar Prices on more than 300 products in April 2023, alongside points and

personalised prices (Sainsbury's, 2023a). By 2025 it reported more than 9,000 offers, and its 2026 results reported average savings of £15.50 on an £80-plus large weekly shop and more than £5.5 billion since launch (J Sainsbury plc, 2025, p. 16; J Sainsbury plc, 2026b). Morrisons reported expanding More Card prices beyond 2,000 products in August 2024 and around 2,500 by January 2025 (Morrisons, 2024b; Morrisons, 2025).

These measures are not directly comparable: Tesco used an “up to” annual estimate, Sainsbury's specified an £80-plus basket, and Morrisons reported product breadth rather than aggregated saving. However, the independent evidence supports the direction of the proposition. The CMA found very little evidence that supermarkets systematically inflated usual prices before loyalty promotions; the overwhelming majority of approximately 50,000 promotions represented genuine savings against the retailer's usual price (Competition and Markets Authority, 2024a, pp. 94, 112-113). In the 429-product cross-retailer sample, 87% of loyalty prices were equal to or below the cheapest non-promotional price, including 52% that were lower (Competition and Markets Authority, 2024c, pp. 3-4). This corroborates customer value without accepting every retailer saving total as typical.

The same evidence rejects a stronger claim that a member price is necessarily the best available deal. Sixty-one of the 429 products were cheaper elsewhere, and the CMA advised continued comparison (Competition and Markets Authority, 2024a, pp. 109-111). Which? similarly found selected member prices that were not cheapest in its May 2024 snapshot, notwithstanding thousands of offers at Tesco and Sainsbury's (Which?, 2024b). Its separate 165-product August basket estimated savings of 5.5% with Clubcard and 7.6% with Nectar, but the basket, month and absence of a comparable Morrisons estimate prevent ranking (Which?, 2024a, p. 5). The defensible finding is therefore “price validity, not price optimality”.

Beyond prices, reward architecture varied. Tesco combined points, vouchers and reward partners even though statements requiring at least 250 points and vouchers expired after two years (Tesco Stores Limited, 2026a). Sainsbury's combined points and coalition partners with standard and personalised Nectar Prices. Morrisons restored points and Fivers in 2023, set conversion at 5,000 points, extended earning to eligible products in 2024, and later added spend-linked stamp promotions (Morrisons, 2023, 2024c). These layers broaden potential. However, they introduced

delayed redemption, monitoring and exclusions. This is consistent with the CMA subgroup finding that 34% of 310 infrequent scheme users regarded rewards as not worth the effort (Competition and Markets Authority, 2024a, pp. 15-16). For this reason, immediate prices are the clearest common value. On the other hand, deferred benefits depend more heavily on usage patterns.

4.4 Theme 2: relevance is exchanged for activation, attention and access

All three programmes moved towards personalised value, but the mechanism was conditional. Tesco reported in 2026 that all active Clubcard grocery home-shopping journeys were personalised one-to-one, Your Clubcard Prices had launched to 1.5 million customers, and digital coupons/rewards were regularly offered to more than nine million (Tesco PLC, 2026, p. 3). Eligibility for Your Clubcard Prices involved multiple requirements, such as selection, adulthood, app use, active shopping, marketing communications and weekly unlocking (Tesco Stores Limited, 2026a; Tesco, 2026).

Sainsbury's launched personalized pricing in 2021 with around ten data-selected products for app or SmartShop users (Sainsbury's, 2021). Later terms retained weekly unlocking, digital registration, exact-product purchase and channel conditions. The advertised "over £450" annual opportunity combined savings of the top 20% of Nectar Price savers with an assumption that each weekly personalized offer was used once, a transparent calculation that also limits its representativeness (Nectar, 2025). Sainsbury's subsequently extended personalised-price redemption across supermarket checkouts which reduced dependence on SmartShop. However, they retained digital unlocking (J Sainsbury plc, 2026b). Morrisons followed a different strategy. Its 2021 design prioritized instant offers and retained paper vouchers or physical cards. Subsequently, the 2023 redesign restored points. Apart from that, My Points Boosters later offered spending challenges for up to ten data-selected brands (Morrisons, 2021, 2023, 2024a).

The cross-case pattern proves to be layered access. Core prices or points can generally be reached through physical cards. Additionally, CMA confirmed offline registration routes for Tesco, Nectar and Morrisons can be utilized for the same purpose. Advanced personalised features more often require multiple elements, such as digital registration, apps, activation or particular checkout formats. This matters

because 40% of shoppers in evidence reviewed by the CMA primarily used physical cards, 6% of households lacked home internet, and smartphone ownership was lower among people aged over 75 and those with limiting conditions (Competition and Markets Authority, 2024a, pp. 45-47). Morrisons also excluded several third-party and convenience channels from its 2024 price expansion (Morrisons, 2024b). Physical cards mitigate digital exclusion, but do not equalise access to every benefit.

Friction was not only technological. Of infrequent scheme users in the CMA survey, 33% did not always have the card or use the app and 26% did not bother on low-spend trips (Competition and Markets Authority, 2024a, pp. 15-16). Personalisation can therefore increase relevance while repeated unlocking, attention, thresholds and product specificity reduce realisability. The evidence qualifies, rather than rejects, the value proposition.

4.5 Theme 3: participation generates capability, not proof of exclusive loyalty

Programme scale was substantial although the measures were heterogeneous. Tesco reported more than 23 million Clubcard households and 84% sales penetration in 2025; Sainsbury's reported a 35% increase in digitally active Nectar users in 2025/26; Morrisons reported eight million active More Card users, up 11%, while More Card-linked sales reached 76% in its January 2025 update (Tesco PLC, 2025, p. 28; J Sainsbury plc, 2026b; Morrisons, 2025, 2026a). These indicators demonstrate reach, scanning or digital activity—not a common measure of relationship quality.

Independent evidence reinforces that distinction. The CMA survey estimated that 97% of shoppers held at least one supermarket loyalty membership, the average was 3.1, and 21% held five or more (Competition and Markets Authority, 2024b, pp. 8-9). Which?'s separate 1,970-person survey found a median of three memberships and more than 40% holding over four of the listed schemes (Which?, 2024a, pp. 6-7). Moreover, 76% of CMA respondents reported no change in where they shopped because of loyalty pricing, while shoppers continued to use about three supermarkets regularly (Competition and Markets Authority, 2024a, pp. 39-42, 65). High participation is commercially useful, but multi-homing prevents membership or scanning from being classified as exclusive retailer loyalty.

The customer contribution was nevertheless visible. Programme participation generated transaction histories, offer activation, attention and purchase signals. Tesco

described using these inputs with dunnhumby for insight, personalisation and closed-loop supplier media; by 2026 it reported more than 800 brands using Tesco Media, more than 100 suppliers in Clubcard Challenges and over 400 dunnhumby data scientists (Tesco PLC, 2021a, 2021b, 2026, p. 3). Sainsbury's linked Nectar participation to Nectar360's Pollen platform, audience creation and omnichannel measurement, reporting over 900 clients/agencies and almost 3,000 connected screens (J Sainsbury plc, 2026a, pp. 15-17; J Sainsbury plc, 2026b). Morrisons described a developing network of counter screens, trolley media, spend challenges and personalised social advertising using first-party data (Morrisons, 2024a).

This evidence supports a contribution-to-capability chain: shopping and engagement data become customer insight, targeting, campaign activation and measurement. It does not close the capability-to-outcome gap. Sainsbury's stated a £100 million incremental-profit ambition for Nectar360 to March 2027; Morrisons reported maintained group EBITDA alongside loyalty growth; Tesco described supplier income opportunities. These are differently scoped corporate claims or ambitions, not comparable causal estimates. The CMA likewise concluded that loyalty pricing had not yet substantially changed competition through data accumulation and noted that multi-homing spreads data across supermarkets (Competition and Markets Authority, 2024a, p. 65). Retailer capability is supported; incremental programme profit remains indeterminate.

4.6 Theme 4: responsible exchange depends on purpose, recipient and access

Retailer terms and privacy notices disclosed transaction-data use, personalisation, partners and customer rights. Tesco's Privacy Centre, for example, described purchase-history segmentation and relevant communications. The CMA's dated review recorded comparable Sainsbury's/Nectar and Morrisons disclosures, found no consumer-law concerns in the reviewed explanations and considered that they generally provided a reasonable account of what supermarkets did. It also observed that third-party identities and the sharing or sale of anonymised/aggregated data were often described at a high level; its review did not decide UK GDPR compliance (Tesco Stores Limited, 2026b; Competition and Markets Authority, 2024a, pp. 62-64).

Disclosure availability did not equal informed attention. Although 72% of loyalty members recalled being aware that supermarkets collected data when they shopped,

only 23% had read the information; 10% were unaware and 18% had not thought about it (Competition and Markets Authority, 2024a, pp. 55-56). Comfort varied by purpose: 61% were comfortable with data use for personalised offers, 48-49% for shopping-habit insight and 39% for targeted advertising. Discomfort increased when data were shared with other companies: 68% for targeted advertising and 62% for personalised promotions (Competition and Markets Authority, 2024a, pp. 57-59). An ICO-commissioned survey similarly found that security trust, financial reward, clearer privacy information and special offers were leading conditions or incentives for greater data sharing (Information Commissioner's Office, 2024, p. 24).

The governance finding depends on certain conditions. Customers may accept data exchange where the benefit is intelligible and relevant although retailer-media expansion changes the perceived recipient and purpose. ICO guidance requires profiling to be fair, transparent, lawful, proportionate and open to objection, with exclusion risks considered (Information Commissioner's Office, 2025). This is an evaluative benchmark. It should not be considered as evidence that the selected programmes breached the rules. Across the evidence base, transparent terms and physical routes support a more balanced exchange. On the other hand, unequal feature access, limited reading and lower comfort with advertising or third-party sharing, are some of the limitations.

4.7 Cross-programme synthesis and H1-H4 decisions

Table 4.2 condenses the cross-case findings without constructing a league table from incompatible measures.

Table 4.2. Cross-programme value-exchange findings

Dimension	Tesco Clubcard	Sainsbury's Nectar	Morrisons More	Independent qualification
Immediate monetary value	very broad Clubcard Prices plus selected personalised prices	broad Nectar Prices plus personalised prices	materially expanded More Card prices	usual-price savings generally genuine; some products cheaper elsewhere
Deferred/partner value	points, vouchers, challenges and extensive reward partners	points, coalition partners and personalised offers	points, Fivers, boosters and stamps	effort, forgotten card/app and low-spend relevance constrain use
Access	physical card for core scheme; advanced personalisation requires digital actions	physical card for standard prices; personalised prices require digital unlocking	card/app and printed vouchers; some channel exclusions	offline routes help, but advanced features and digital exclusion remain uneven
Customer contribution	transaction history, consent, attention and engagement	transaction/digital interaction across a coalition ecosystem	transaction signals, challenge selection and spend milestones	comfort is higher for relevant offers than advertising or third-party sharing
Retailer benefit	scaled insight, one-to-one personalisation and supplier media	scaled Nectar360 audience, activation and measurement	developing first-party-data media and challenge capability	capability is evident; causal loyalty and incremental profit are not independently isolated

Source: author's cross-programme analysis of Tesco PLC (2021b, 2025, 2026), J Sainsbury plc (2025, 2026a, 2026b), Morrisons (2021, 2023, 2024a, 2024b, 2024c, 2025, 2026a, 2026b) and Competition and Markets Authority (2024a).

Table 4.3. Analytical hypothesis judgements

Hypothesis	Judgement	Evidence-based reason
H1: clearer, relevant, realisable benefits relative to sacrifices indicate stronger customer value	Accepted with qualification	price savings are independently corroborated, but thresholds, effort and cheaper alternatives constrain realised value
H2: immediate, transparent and attainable benefits present a stronger proposition	Accepted with qualification	immediate prices are salient and generally genuine; app, activation, channel and exact-product requirements reduce attainability
H3: data/engagement conversion supports retailer capability, not automatic financial value	Accepted; incremental financial value remains indeterminate	all programmes document insight/targeting/media capability, while causal profit evidence is absent or corporate/prospective
H4: transparency, access, control and proportionate data use support a balanced exchange	Accepted with qualification	physical routes and disclosures exist, but comprehension, advanced-feature access and comfort with advertising/sharing are uneven

Source: author's adjudication of E01-E48 in the evidence extraction matrix and hypothesis evidence memos.

For the explicit decision requested in this study, **H1 is accepted with qualification** because genuine savings are independently supported. However, sacrifices and market alternatives constrain realised value. **H2 is accepted with qualification** because immediacy supports the proposition, although activation, exact-product and access conditions reduce attainability. **H3 is accepted** because customer data and engagement demonstrably support retailer capability. Nevertheless, the hypothesis itself rejects automatic financial-value attribution. **H4 is accepted with qualification** because transparency, physical routes and control support balance although factors, such as comprehension, digital access and third-party-sharing comfort remain uneven. None of the four analytical hypotheses is rejected outright. Here, “accepted” denotes consistency with the documentary evidence and does not indicate statistical confirmation.

4.7.1 Triangulation and strength of the results

Table 4.4 tests each central result against four questions. These are as follows: whether it appears across the three programmes, whether independent evidence corroborates it, whether contrary or missing evidence remains, and what level of confidence is justified. This makes the analytical effort visible and prevents the number of firms from being confused with the number or diversity of observations.

Table 4.4. Triangulated strength of central results

Central result	Three-programme evidence	Independent check	Contrary or missing evidence	Result confidence
Member prices create genuine but conditional monetary value	member pricing documented at material scale across Clubcard, Nectar and More	CMA usual-price and comparative-price analysis; Which? basket and snapshot evidence	61 of 429 sampled products cheaper elsewhere; retailer saving metrics not comparable	High for genuine usual-price saving; moderate for realised individual value
Personalisation creates relevance but also activation and access requirements	personalised prices/offers documented across all three schemes	CMA evidence on app/card use, internet access and infrequent-use friction	no comparable programme-level activation, redemption or satisfaction rates	High for design conditions; moderate for experienced customer value
Participation supplies commercially useful data and engagement	reach, scanning, digital use and challenge activity documented across all three	CMA and Which? confirm widespread membership and multi-homing	76% reported no change in shopping location; measures use different denominators	High for participation; low for exclusive retailer loyalty
Loyalty data support insight, targeting and retail-media capability	Tesco Media, Nectar360/Pollen and Morrisons Media Group each show a data-to-activation chain	CMA confirms strategic relevance of richer shopping data and aggregated sector scale	independent incremental programme-profit estimates are absent	High for capability; indeterminate for incremental profit
Balanced value depends on transparency, purpose, recipient and access	terms, privacy notices and physical/digital routes are visible across the cases	CMA shopper survey and ICO evidence distinguish personalisation from advertising/sharing comfort	comparable programme-level comprehension, control and trust outcomes are absent	Moderate-high for cross-sector governance pattern; moderate for programme-specific experience

Source: author's triangulation of the document register, evidence extraction matrix, descriptive indicator register and findings F01-F08.

The confidence pattern is deliberately uneven. Price validity is the strongest customer-side result because programme evidence is supported by large-scale regulator price analysis. Programme rules provide strong evidence of activation and access conditions, but only moderate evidence of how customers experience them. Retailer capability is strongly documented through platforms, clients, screens, campaigns and targeting processes, whereas incremental profit remains indeterminate. The study therefore extracts substantial results from three strategically contrasting programmes while keeping wider sector prevalence and causal outcomes outside its claims.

All four objectives are covered. Objective 2 addresses price, reward, personalisation, effort and access. Objective 3 links customer contributions to retailer capabilities while withholding profit attribution. Objective 4 covers access, disclosure, privacy comfort and profiling. Objective 1 is populated by the four-theme exchange architecture and will be evaluated theoretically in Chapter 5.

4.8 Chapter summary

UK grocery loyalty programmes create documented customer value principally through member prices, supplemented by points, partners and personalised offers. Independent evidence indicates that member prices usually represent genuine savings against usual prices, but value is conditional on the basket, alternative market prices, thresholds, expiry, activation, attention and channel access. The programmes simultaneously receive transaction and engagement data that support insight, targeting, coordination and retail-media capabilities. High participation does not demonstrate exclusive loyalty because multi-membership is normal and most surveyed shoppers reported no change in where they shop. Finally, the exchange is more balanced where benefits are accessible, data uses are clearly explained and meaningful control exists; it is constrained where advanced value is digitally demanding or data moves towards advertising and third-party contexts. The three-programme comparison is analytically adequate for identifying these recurring mechanisms, but it is not statistically representative of all UK grocery firms. Chapter 5 will compare the findings with previous literature and develop the fuller theoretical synthesis. In addition to that, it will also answer the research question and derive managerial implications.

Chapter 5: Discussion

5.1 Introduction

This chapter performs interpretations of the findings by using the theoretical framework and literature, which were reviewed in chapter 2. It handles the research question along with four objectives by explaining in which cases results support, extend, qualify or challenge previous research. The discussion preserves the study's evidential boundaries. It interprets documented value propositions, published indicators and independent evidence. However, it does not infer individual satisfaction, causal purchasing change or regulatory breach. Four connected arguments have been developed in this analysis. Customer value is genuine and conditional. Personalisation is valuable only when benefits are attainable. Participation creates retailer capability instead of proof of exclusive loyalty. Responsible governance is part of value creation instead of an external compliance issue.

5.2 Integrated interpretation and answer to the research question

The research question asks: *How do UK grocery loyalty programmes create value for customers and retailers?* The integrated answer is that the programmes operate as conditional as well as two-sided value exchanges. Customers receive their clearest common value by utilizing genuine member-price savings. This savings is supplemented by points, partner benefits and personalised offers. In return, they contribute by spending as well as providing attention, activation effort and information. Retailers can convert these contributions into customer insight, targeting, coordination and retail-media capability. However, conversion is not automatic at either side. A benefit needs to be relevant, understandable and practically attainable in order to become customer value. Customer information must be integrated into organisational processes before it becomes retailer capability. Lastly, capability requires separate outcome evidence by the time it can be described as incremental financial value. The exchange becomes more balanced through clear access, purpose, recipients and customer control.

This answer supports Zeithaml's (1988) benefits-versus-sacrifices account. However, it extends the account beyond a customer purchase evaluation. The findings identify a sequence in which programme mechanisms offer benefits as well as customers

make monetary and non-monetary contributions. In this sequence, retailers develop capabilities and governance conditions affect the legitimacy of the exchange. As a result, Danaher and Gupta (2015) move towards this two-sided logic by examining what customers receive and give. On the other hand, the present findings add contemporary UK member pricing, layered digital access and retail-media capability. The result is best understood as **conditional two-sided value conversion** which can be described as an evidence-informed interpretation.

The four analytical hypotheses prove to be useful within that interpretation. H1 and H2 are accepted with qualification as benefit clarity and immediacy strengthen the documented proposition. On the other hand, factors such as effort, thresholds, market alternatives and access constrain realisation. H3 is accepted due to the fact that data and engagement are demonstrably converted into capability, although incremental financial value could not be determined. H4 is accepted with qualification as transparency, accessible routes and control support balance. However, disclosure availability does not establish comprehension or trust.

Table 5.1 makes the alignment between objectives, findings and analytical decisions explicit.

Table 5.1. Objective, finding and analytical-hypothesis synthesis

Objective	Fixed findings	Interpreted conclusion	Analytical decision
O1: integrated framework	F01-F08	customer benefits, sacrifices and contributions connect with retailer capability and governance in a conditional two-sided exchange	H1-H4 collectively support the framework with stated qualifications
O2: customer-value construction	F01-F04	immediate member prices provide the clearest common value, while reward complexity, activation, effort, market alternatives and access condition realisation	H1 and H2 accepted with qualification
O3: customer contribution and retailer benefit	F05-F07	participation and data support insight, targeting, coordination and retail-media capability, but do not establish exclusive loyalty or incremental profit	H3 accepted; incremental financial value indeterminate
O4: accessibility, transparency and responsible data	F03-F04; F08	access, purpose, recipient, comprehension and control determine whether the exchange is balanced and legitimate	H4 accepted with qualification

Source: author's integration of Chapters 2 and 4.

5.3 Customer value: genuine savings but conditional realisation

Findings F01 and F02 show that member prices are the most visible benefit which is common to all three programmes. Independent analysis supports their validity against retailers' usual prices. It also shows that a member price is not necessarily the lowest market price (Competition and Markets Authority, 2024a, 2024c). This distinction plays a role in strengthening perceived-value theory. Zeithaml (1988) treats value as an evaluation of what is received relative to what is given. The findings demonstrate that the relevant reference point is not merely the displayed non-member price. Customers may compare the member price with other retailers and the effort required to participate. They can also compare it with data disclosure, redemption thresholds and the risk of expired rewards. As a consequence, genuine saving is necessary evidence of monetary value. However, it is not a sufficient evidence of uniformly realised value.

The results support programme-contingency research as opposed to a universal effectiveness claim. Dorotic, Bijmolt and Verhoef (2012) argue that programme outcomes may change according to design, segment and setting. Bombaïj and Dekimpe (2020) on the other hand, find that reward design interacts with retailer strategy and country characteristics. In the present comparison, immediate member pricing gives the three programmes a common functional core. However, multiple factors, such as points, vouchers, partners, boosters and stamps create different combinations of breadth, delay and effort. This supports H2's expectation that immediate and transparent benefits present a stronger documented proposition. It qualifies any conclusion that states one architecture is generally superior.

The finding also refines the benefit literature which is multidimensional. Mimouni-Chaabane and Volle (2010) along with So, Danaher and Gupta (2015) correctly show that programmes can offer monetary, exploratory, social and experiential value. On the contrary, the UK grocery evidence gives unusual prominence to frequent and immediate price relief. This does not disprove wider benefit categories. It indicates that their importance depends on context. High-frequency and price-sensitive grocery purchasing makes immediate saving especially salient. Meanwhile, deferred or experiential rewards may emerge as more important selectively. In a similar manner, Stourm and Bradlow's (2023) evidence on cross-partner reward effects suggests that coalition benefits may widen utility without necessarily strengthening commitment to one retailer.

As a consequence, H1 is accepted with qualification. The benefit-sacrifice balance is stronger in cases where savings are genuine, relevant and easily obtained. However, Chapter 4 could not establish the distribution of realised value across customers. Corporate maximum or aggregate saving claims cannot substitute for customer-level evidence. The three programmes cannot be ranked using differently defined measures. The managerial meaning is that value should be judged through several aspects, such as credible reference prices, benefit attainability and customer effort.

5.4 Personalisation, effort and unequal access

Findings F03 and F04 show that all three programmes use personalisation. However, the route from relevance to value is conditional. A range of factors, such as selection rules, weekly unlocking, exact-product requirements, channel restrictions, app use and customer attention determine the possibility of an offer being realised. This supports the personalisation paradox. Information can make communication more relevant, although collection visibility and trust-building affect customer response (Aguirre et al., 2015). The findings extend that debate by demonstrating that **attainability** is a practical value condition. Relevance designed by the retailer is not identical to relevance experienced by the customer.

Haji, Temprano-Garcia and Peluso (2025) provide the closest external comparison as their study covers consumers across 13 UK grocery retailers. They identify positive pathways through convenience and inspiration. Meanwhile, they identify a negative pathway on the basis of perceived risk. The documentary findings are consistent with these competing routes. They add an operational qualification. Even a welcome offer may fail to create value if it requires a device or purchase channel which the customer cannot use. The current study cannot measure which pathway dominates due to the fact that it contains no programme-level customer responses. Its contribution is to identify the documented conditions that a future customer study would need to test.

Consequently, technology should be treated neither as value by definition nor as a uniform barrier. Roy et al. (2024) show that technological features can contribute to smart-service value. Yang and Garnier (2022) on the other hand, manifest caution that interactive technologies may disrupt or enhance retail experience. Chapter 4 found that physical cards and offline registration protect access to core benefits. Although advanced personalisation appears to be more digitally dependent. Physical provision

consequently mitigates exclusion without equalising access. This finding qualifies H2 and supports the accessibility element of H4. A nominally available benefit is weaker if the process of obtaining it places disproportionate demands on particular customers.

5.5 Participation, retailer capability and the loyalty inference

Finding F05 presents the clearest challenge to a strong loyalty interpretation. Programme reach, scanning and digital activity were substantial, yet widespread multiple membership and limited reported change in shopping location mean that participation cannot be classified as exclusive retailer loyalty. This supports Dick and Basu's (1994) distinction between repeat behaviour and relative attitude, and Dowling and Uncles' (1997) warning that schemes may encourage deal response rather than durable commitment. It is also consistent with Uncles, Dowling and Hammond's (2003) account of polygamous loyalty, in which customers divide purchasing among acceptable alternatives.

The result does not mean that programmes have no relational role. Morgan and Hunt (1994) explain that trust and commitment support successful relationships, and Meyer-Waarden, Bruwer and Galan (2023) associate perceived value and engagement with programme and brand loyalty. However, the evidence hierarchy matters. Membership and scanning establish participation; repeated purchasing may establish behaviour; trust, commitment and relative preference require additional evidence. Self-selection further weakens simple comparisons because customers who join may already be heavier or more favourable buyers (Leenheer et al., 2007). The present findings therefore support a staged relationship interpretation but reject the shortcut from membership to loyalty.

Findings F06 and F07 show why participation can still be strategically important. Across the programmes, transaction histories, offer activation and engagement signals are connected to insight, targeting, campaign activation, supplier coordination and retail-media measurement. This supports Payne and Frow's (2005) view that customer relationship management creates value by integrating strategy, processes, channels and information. It also accords with Wedel and Kannan's (2016) argument that data-rich marketing depends on analytical and organisational capabilities rather than data volume alone.

The evidence nevertheless requires a capability ladder. First-party information is an asset; its documented use in segmentation, activation or measurement is implementation; a defined customer or commercial effect is an outcome; and only a credible counterfactual can support incrementality. Du et al. (2021) caution against treating easily captured information as strategically useful merely because it is measurable. Chapter 4 passes the asset-to-capability threshold because all three programmes document operational use, but it does not pass the outcome-to-incrementality threshold.

Retail media makes this boundary especially important. Pauwels and Fagbola (2025) describe a multi-stakeholder system in which retailers may gain revenue and strategic advantage while customers may receive relevance, but measurement uncertainty, privacy and retailer-brand tensions remain. Qin, Pauwels and Zhou (2024) demonstrate how retail and advertising data can inform allocation and funnel measurement, although their marketplace setting is not evidence of grocery-programme profitability. The current findings extend retail-media discussion into loyalty-programme value exchange: customer participation helps create addressable audiences and closed-loop capability, but supplier-facing opportunity cannot be assumed to generate incremental programme profit or customer benefit.

H3 is therefore accepted in its deliberately bounded form. Customer data and engagement support retailer capability; financial incrementality remains indeterminate. For management, this means that membership, linked sales, campaign activity, media revenue and incremental profit should not be reported as interchangeable evidence of success.

5.6 Responsible data exchange, trust and legitimacy

Finding F08 shows that responsible governance is constitutive of value. Programme terms and privacy notices establish disclosed purposes, rights and forms of data use. However, independent evidence indicates that awareness, reading and comfort may vary. Customers were more comfortable with data use for personalised offers compared to sharing with other organisations. The important theoretical point is that the same information can enable relevance and create vulnerability. It depends on purpose, recipient and perceived control.

This supports Martin and Murphy's (2017) argument which states that privacy is integral to marketing as opposed to a narrow legal constraint. It also aligns with Martin, Borah and Palmatier (2017), who show that transparency and control can reduce vulnerability. It also supports Krafft et al.'s (2021) view, who identify ownership, intimacy, permanence and value as implicit terms of consumer-firm data exchange. The findings qualify a simple disclosure solution. Making information available is necessary. However, it does not prove that customers have read, understood or accepted the practical consequences.

The result also extends contextual accounts of retail privacy. Martin et al. (2020) and Okazaki et al. (2020) show that privacy outcomes depend on customer, organisational and contextual conditions. In the present comparison, retail-media development can alter the perceived recipient and commercial purpose even where the original loyalty relationship appears familiar. Consequently, H4 is accepted with qualification. Factors, such as physical routes, clear information and customer controls support a more balanced exchange. On the other hand, unequal access, limited comprehension and purpose-dependent comfort prove to be constraints. It is a management conclusion that legitimacy requires ongoing explanation, proportionate use and meaningful choice due to the change in programme ecosystems.

5.7 Addressing the literature gap and theoretical contribution

Chapter 2 identified fragmentation across four areas: customer benefits and sacrifices were separated from retailer value; participation was often conflated with retailer loyalty; personalisation and privacy were examined apart from reward design and capability; and recent UK evidence lacked a common two-sided framework. The findings address this gap by analysing benefits, contributions, capabilities and governance conditions together across three strategically contrasting UK grocery programmes.

The principal theoretical contribution is the conditional two-sided value-conversion interpretation. It connects four stages without assuming causality: programme mechanisms offer potential benefits; customers contribute money, effort, attention, access and information; retailers may transform those contributions into capability; and governance conditions influence whether the exchange remains balanced and legitimate. Three boundaries refine existing theory. Offered value is not necessarily

realised value; programme participation is not necessarily retailer loyalty; and organisational capability is not necessarily incremental financial value.

The contribution is modest but useful. It does not replace perceived-value, social-exchange, commitment-trust, privacy or CRM theory. Instead, it shows how their explanatory roles can be combined while preserving different evidential thresholds. This integration responds directly to Objective 1 and provides a structure for future empirical testing rather than a claim of a universally valid model.

5.8 Managerial implications

The results imply that programme management should be evaluated as a balanced exchange rather than a promotion engine or data-acquisition system. Table 5.2 connects each evidence-backed conclusion with its management meaning and measurement boundary.

Table 5.2. Evidence-linked managerial implications

Evidence-backed conclusion	Management implication	Suitable evidence or indicator	Boundary to retain
member prices are usually genuine but not always market-lowest	communicate reference prices clearly and evaluate attainable saving across customer groups and baskets	realised saving distributions, offer reach, redemption and external price checks	do not rely on maximum saving claims or offer counts
relevance depends on activation, effort and access	simplify benefit routes and maintain equivalent non-digital access to core value	activation, redemption, failed-use reasons, channel coverage and accessibility review	low friction does not automatically establish satisfaction or loyalty
participation is not exclusive retailer loyalty	separate reach, engagement, preference, trust and retention measures	active use, share of wallet where valid, trust and commitment research, switching or multi-membership patterns	scanning and linked sales are not attitudinal loyalty
customer information supports capability but not automatic profit	govern a measurement ladder from data asset to use, outcome and incrementality	documented use, campaign outcomes, controlled comparison where feasible and cost-adjusted return	media activity, attributed sales and incremental profit are different constructs
legitimacy depends on purpose, recipient, access and control	apply cross-functional review to personalisation, partner use and retail-media expansion	comprehension testing, preference/control use, complaints, access parity and privacy review	policy availability is not proof of comprehension, trust or compliance

Source: author's synthesis of findings F01-F08 and analytical judgements H1-H4.

These implications require shared ownership across marketing, data, digital, commercial, legal and customer-service functions. A marketing team may improve offer relevance while unintentionally increasing activation burden; a media team may expand supplier value while changing the perceived recipient of customer information; and a digital team may improve convenience for some users while weakening access

for others. Cross-functional governance is therefore not an administrative addition. It is necessary to manage trade-offs within the same value system.

The implications also support a balanced performance dashboard. Customer benefit, attainability, relationship quality, retailer capability, commercial outcome and governance should be reported as separate dimensions. Combining them into one loyalty score would conceal missing evidence and encourage participation to stand in for value. Chapter 6 converts these implications into bounded recommendations.

5.9 Chapter conclusion

The discussion shows that UK grocery loyalty programmes create value through a conditional exchange rather than a simple reward-for-loyalty mechanism. The findings support perceived-value, programme-contingency, commitment-trust, CRM and privacy research while extending them through an integrated current UK comparison. H1, H2 and H4 are accepted with qualification; H3 is accepted at the capability level while incremental financial value remains indeterminate. The next chapter closes the study against its aim and objectives and provides evidence-derived recommendations, limitations and future research priorities.

Chapter 6: Conclusion and Recommendations

6.1 Introduction

This chapter provides a conclusion for this dissertation. It answers the research question and evaluates achievement of the objectives. Apart from that, it also presents the study's contribution and provides recommendations which are derived from the findings. No new evidence is created in this study. The conclusions remain limited to the documented value exchanges of Tesco Clubcard, Sainsbury's Nectar and Morrisons More between January 2020 and July 2026, supported by regulator and credible independent evidence.

6.2 Overall conclusion and answer to the research question

The research asked one question, that is, *How do UK grocery loyalty programmes create value for customers and retailers?* The study presents the answer to this question. It demonstrates that value is created through a conditional and two-sided exchange. Customers are able to receive the clearest common value by using several program features such as genuine member-price savings and points. Partners and personalisation can add potential breadth and relevance. Those benefits should not be considered as automatic outcomes. The realisation of values is contingent upon multiple elements, such as market alternatives, thresholds, expiry, activation, attention, exact-product conditions and unequal channel access

Customers can contribute by spending and engaging. Simultaneously, customers also provide effort and information. Retailers can use these inputs in order to develop insight, coordination, targeting and personalized communication. On the other hand, high participation does not establish exclusive retailer loyalty. Additionally, capability does not indicate incremental profit. As a result, a balanced exchange does not rely on reward quantity alone. Other criteria are as follows: benefits must be attainable, access need to be inclusive, recipients should be intelligible and customer control must remain meaningful

Accordingly, H1, H2 and H4 are accepted with qualification. H3 is accepted at the capability level, while incremental financial value remains indeterminate. These are analytical judgements based on documentary evidence rather than statistical

hypothesis tests. On the other hand, incremental financial value could not be determined. These are analytical conclusions based on documentary consistency

6.3 Achievement of the aim and objectives

The purpose was to evaluate in what manner selected UK grocery loyalty programmes create and communicate value for customers and retailers. A comparative secondary research has been conducted in order to achieve this aim. This aim was achieved at the evidence-permitted level. Table 6.1 summarises how each objective was fulfilled.

Table 6.1. Achievement of the research objectives

Objective	Achievement	Principal conclusion
O1: develop an integrated framework	perceived value, social exchange, commitment-trust, privacy and retailer capability were combined and applied across four themes	value is a conditional conversion process linking benefits, sacrifices, contributions, capability and governance
O2: compare customer-value construction	pricing, rewards, personalisation, effort, access and market alternatives were compared across three programmes	immediate member pricing is the clearest common value, while realisation remains context- and access-dependent
O3: examine customer contributions and retailer benefits	participation, data, attention, insight, targeting, coordination and retail media were traced without combining incompatible metrics	customer inputs support organisational capability, not automatic exclusive loyalty or incremental profit
O4: evaluate accessibility, transparency and responsible data tensions	physical and digital routes, disclosure, purpose, recipient, control and independent evidence were examined	governance and accessibility are constitutive conditions of balanced value creation

Source: author's synthesis of findings F01-F08 and judgements H1-H4.

Consequently, the literature gap was addressed through integration. The study connected customer benefits and contributions with retailer capability and responsible governance in one current UK grocery comparison. Meanwhile, it also preserved the distinction between programme claims, independent corroboration and missing outcome evidence.

6.4 Contribution to knowledge and management practice

The theoretical contribution can be defined by the conditional two-sided value-conversion interpretation. It refines perceived-value theory (Zeithaml, 1988) by incorporating several elements such as customer effort, access, attention and information. It uses commitment-trust theory in order to separate participation from relationship quality (Morgan and Hunt, 1994). It applies CRM and analytics thinking to

create a distinction between information assets and organisational capability (Payne and Frow, 2005). Lastly, It treats privacy and control as elements of legitimate exchange as opposed to external constraints (Martin and Murphy, 2017).

From a methodological perspective, the study demonstrates the way in which a qualitative-dominant secondary comparison develop a combination of programme documents, corporate indicators and independent evidence without treating unlike measures as equivalent. Practically, it provides a disciplined management logic. A range of features, such as customer value, attainability, relationship quality, retailer capability, commercial outcomes and governance should be evaluated separately before being interpreted together. The contribution is evidence-informed and context-limited. It does not indicate universal model.

6.5 Recommendations

Table 6.2 categorizes the findings into five feasible management recommendations. They apply to the selected programmes and may inform wider UK grocery practice where organisational context is comparable.

Table 6.2. Evidence-derived recommendations

Recommendation	Required management action	Evidence basis	Monitoring evidence
1. Report attainable customer value	supplement headline savings and offer counts with distributions of realised saving, redemption, expiry and credible external price checks	F01-F02; H1-H2	realised saving by basket or programme route; redemption and expiry; independently checked reference prices
2. Protect access parity	simplify activation and exact-product conditions where possible and maintain equivalent physical or assisted routes to core benefits	F03-F04; H2/H4	activation and redemption by channel; failed-use reasons; accessibility and channel-coverage review
3. Use a measurement ladder	report participation, engagement, relationship quality, capability, attributed outcome and incrementality as separate levels	F05-F07; H3	clearly defined denominators; trust/preference evidence; campaign outcomes; controlled or counterfactual assessment where feasible
4. Strengthen data and retail-media governance	explain purpose, recipient and customer benefit in layered language; make controls usable; reassess notices when partners or media uses change	F08; H4	comprehension/usability testing, control use, complaints, privacy review and access parity
5. Govern the exchange cross-functionally	establish joint marketing, digital, data, commercial, legal and customer-service review of customer and retailer value	F01-F08; H1-H4	balanced dashboard, documented trade-off decisions and periodic independent challenge

Source: recommendations derived from Chapters 4 and 5.

Out of five, the first two recommendations concern with protecting customer value. They redirect attention from designed availability to practical realisation. The third recommendation contributes to preventing high participation or attributed sales to be reported as approved of loyalty. The fourth one provides a response to retail-media expansion. The fifth is necessary due to the fact that the benefits and sacrifices are produced across organisational boundaries. One function cannot reliably assess the whole exchange.

Proportionate implementation is necessary in this case..Smaller programme changes may require a documented review instead of a new measurement system. On the other hand, extensive testing can be justified if there are major changes in pricing, personalization or partner access. The recommendations are not in favor of a single reward architecture. They require more clearer evidence which proves that the selected architecture will be able to create a balance value.

6.6 Limitations

The study manifests five primary limitations. First, it analyzes public documents and aggregate published indicators. As a result, it cannot directly establish several factors such as lived experience, satisfaction, motives or comprehension. Second, the three programs are comparators rich in information as opposed to a probability sample of all the UK grocery firms. Third, organisational documents may lean towards favourable developments, although regulator and independent evidence reduced reliance on self-reporting. Fourth, programme metrics can differ in definition, period and denominator. Therefore, it prevents a valid league table or combined financial estimate. Fifth, manual analysis by one researcher may invoke interpretive judgement

Apart from that, the design cannot isolate causal purchasing effects or incremental programme profit. These are not minor omissions which can be solved through stronger wording. They define the boundary of the conclusions and recommendations.

6.7 Future research

Future research should focus on conducting test on the conditional two-sided interpretation with evidence unavailable for this study. A primary mixed-method design can initiate a survey on a versatile UK grocery sample. It can conduct interviews on digitally confident, as well as digitally constrained customers in order to evaluate

realized saving, activation burden, comprehension and trust. This will determine if the documented access conditions result in unequal experience.

Retailer collaboration can prove to be useful in case of several aspects, such as anonymised transaction, campaign data, programme costs and credible comparison groups. Longitudinal or quasi-experimental designs could create a distinction between participation and behavioural change. They can also separate attributed outcomes from incrementality. A wider comparison which includes discount grocers, convenience formats and coalition partners could be utilized to assess transferability. Research should also examine the relationship between change in retail-media growth and customers' understanding of who receives loyalty-derived information.

6.8 Final conclusion

UK grocery loyalty programmes can not be defined as simple discount cards or automatic engines of loyalty. They are infrastructures through which multiple factors, such as customer benefits, customer contributions, retailer capabilities and governance responsibilities interact with each other. Their strategic value emerges as strongest in cases where genuine benefits are easy to realise and organisational capability is measured honestly. It also appears strongest if commercial development preserves access, transparency and control. Managing those conditions is the central requirement in order to create more value.

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Appendices

Appendix A: Final document-set composition and source-position control

Table A1. Document coverage and evidential function

Document group	Number	Representative included evidence	Dominant source position	Main analytical use	Principal limitation
Tesco Clubcard	8	terms/privacy, 2021 interim and media launch, 2024-2026 results (Tesco Stores Limited, 2026a, 2026b; Tesco PLC, 2021a, 2021b, 2024, 2025, 2026)	corporate/programme	terms, privacy, price design, personalisation, reach and media capability	reported measures cannot independently establish customer outcomes
Sainsbury's Nectar	7	personalised-price and Nectar Prices launches, terms, interim/annual/results evidence (Sainsbury's, 2021, 2023a, 2023b; Nectar, 2025; J Sainsbury plc, 2025, 2026a, 2026b)	corporate/programme	Nectar Prices, personalised value, results and Nectar360	saving and profit claims remain corporate and definition-dependent
Morrisons More	9	2021/2023 redesigns, 2024 prices/points/media, 2025-2026 results and stamps (Morrisons, 2021, 2023, 2024a, 2024b, 2024c, 2025, 2026a, 2026b)	corporate/programme	programme redesign, points/Fivers, prices, access and media development	changing proposition and incompatible metrics limit comparison
CMA/NatCen/ICO	8	CMA findings and appendices, NatCen technical report and ICO evidence/guidance (Competition and Markets Authority, 2024a, 2024b, 2024c; National Centre for Social Research, 2024; Information Commissioner's Office, 2022, 2024, 2025)	regulator/commissioned research	price validation, shopper survey, access, data and governance	primarily sector-level; guidance does not establish retailer breach
Which?	2	loyalty-pricing policy report and price investigation (Which?, 2024a, 2024b)	independent-public	membership and price snapshots	narrower products and periods than the CMA review
Total	34	24 programme/corporate and 10 regulator/independent documents	mixed/source-position triangulation	four objectives and H1-H4	no direct satisfaction, causal loyalty or incremental-profit measurement

Source: Chapter 4 document register, exclusions log and source appraisal.

Appendix B: Evidence-to-finding traceability

Evidence codes used in Tables B1 and C1 are decoded in the human-readable evidence register in Appendix D.

Table B1. Findings, objectives and evidence IDs

Finding	Objective(s)	Theme	Principal evidence IDs	Result carried into Chapter 4	Inference prohibited
F01	O2	T1	E07; E12; E17-E18; E23; E39-E43	member prices usually provide genuine usual-price savings, but are not always market-lowest	every member or basket saves; programme ranking
F02	O2	T1	E01; E12-E13; E17-E18; E22-E25; E34	immediate prices form the common core; deferred rewards add breadth and effort	one reward structure is universally preferred
F03	O2/O4	T2	E02; E08; E10-E15; E21; E26; E34-E35	personalisation offers relevance subject to selection, activation and digital effort	actual relevance, satisfaction or behavioural effect
F04	O4	T2/T4	E02; E14; E21-E23; E34-E35	physical routes mitigate exclusion but do not equalise access to advanced features	schemes are wholly digital or universally accessible
F05	O1/O3	T3	E06-E08; E18; E28-E33; E41; E47	high participation and scanning do not establish exclusive retailer loyalty	membership equals trust, commitment or exclusive behaviour
F06	O3	T3	E03-E09; E11; E19-E20; E26-E27; E46	transaction and engagement data support insight, targeting and measurement capability	capability automatically causes financial value
F07	O3	T3	E05; E09; E16; E19; E27-E29; E46-E47	retail-media monetisation is strategically material; incremental programme profit remains unisolated	causal or comparable programme-profit claims
F08	O4	T4	E03; E20; E36-E38; E44-E45; E48	responsible value depends on use purpose, recipient, information and control	disclosure equals comprehension/trust or proves compliance

Source: Chapter 4 evidence extraction matrix, findings matrix and claim ledger.

Appendix C: Analytical hypothesis adjudication trail

Table C1. Supportive, qualifying and missing evidence for H1-H4

Hypothesis	Supportive evidence	Qualifying/contrary evidence	Material missing evidence	Evidence judgement and acceptance decision
H1: stronger benefit-sacrifice balance indicates stronger customer value	E07; E12-E13; E17-E18; E22-E24; E39-E42	E01-E02; E15; E34; E43	distribution of corporate saving totals and programme-specific realised value	supported with qualification; H1 accepted with qualification
H2: immediate, transparent and attainable benefits present a stronger proposition	E12; E18; E21; E39-E40	E02; E10; E14-E15; E23; E25; E34-E35	comparable activation and redemption rates across programmes	qualified; H2 accepted with qualification
H3: data and engagement conversion supports retailer capability, not automatic financial value	E03-E09; E11; E16; E19; E26-E29; E46	E31; E37-E38; E47	independently isolated incremental programme-profit effects	capability supported and financial effect indeterminate; H3 accepted
H4: transparency, access, control and proportionate data use support a balanced exchange	E02-E03; E14; E20-E23; E35; E38; E45; E48	E32; E34; E36-E38; E44	comparable programme-level comprehension and trust outcomes	qualified; H4 accepted with qualification

Source: Chapter 4 hypothesis evidence memos and objective coverage matrix.

Appendix D: Human-readable evidence register

Tables D1a and D1b allow a reader to understand every evidence code used in the appendices without consulting the separate working files.

Table D1a. Programme evidence E01-E30

Evidence code	Human-readable source	Page/section	Evidence meaning	Related finding(s)
E01	Tesco Clubcard terms (Tesco Stores Limited, 2026a)	points and vouchers	voucher threshold, two-year expiry and exclusions	F02
E02	Tesco Clubcard terms (Tesco Stores Limited, 2026a)	Your Clubcard Prices 1-16	selected users require app, marketing consent, weekly unlocking and exact eligible products	F03-F04
E03	Tesco Privacy Centre (Tesco Stores Limited, 2026b)	Clubcard/Tesco Bank data	purchase history and online behaviour support segmentation, relevance and selected automated decisions	F06; F08
E04	Tesco Interim Results 2021/22 (Tesco PLC, 2021a)	I love my Tesco Clubcard	early reach plus data/analytics platform intended for personalisation and supplier income	F06-F07
E05	Tesco Media and Insight Platform launch (Tesco PLC, 2021b)	launch statement	Clubcard/store data combined for supplier targeting and closed-loop measurement	F06-F07
E06	Tesco Preliminary Results 2023/24 (Tesco PLC, 2024)	strategic priority 2	household reach, sales penetration, personalised coupons and campaign scale	F05-F06
E07	Tesco Annual Report 2025 (Tesco PLC, 2025)	pp.18, 28	households, sales penetration, reported savings and retail-media campaigns	F01; F05
E08	Tesco Preliminary Results 2025/26 (Tesco PLC, 2026)	p.3	one-to-one online personalisation, Your Clubcard Prices and digital-reward reach	F03; F05-F06
E09	Tesco Preliminary Results 2025/26 (Tesco PLC, 2026)	p.3	supplier, brand and data-science scale supporting retailer capability	F06-F07
E10	Tesco Clubcard Prices FAQ (Tesco, 2026)	personalised-price FAQs	activation, expiry, availability, app access and data-use conditions	F03
E11	My Nectar Prices launch (Sainsbury's, 2021)	launch body	around ten data-selected products for app/SmartShop users and reported digital reach	F03; F06
E12	Nectar Prices launch (Sainsbury's, 2023a)	launch body	immediate member prices initially covering more than 300 items, alongside points and personalisation	F01-F02
E13	Nectar Prices launch (Sainsbury's, 2023a)	notes 2-4	reported personalised-price savings and points redemption over defined periods	F02
E14	Nectar Prices terms (Nectar, 2025)	terms 1-20	digital registration, weekly unlocking, exact products and channel conditions	F03-F04
E15	Nectar Prices terms (Nectar, 2025)	savings footnote	£450 illustration uses top-20% savers and assumes weekly personalised-offer use	F03

Evidence code	Human-readable source	Page/section	Evidence meaning	Related finding(s)
E16	Sainsbury's Interim Results 2023 (Sainsbury's, 2023b)	Nectar/Nectar360	programme breadth, reported saving and prospective Nectar360 profit target	F07
E17	Sainsbury Annual Report 2025 (J Sainsbury plc, 2025)	p.16	reported offer breadth, customer saving and retail-media capability	F01-F02
E18	Sainsbury Annual Report/Results 2026 (J Sainsbury plc, 2026a, 2026b)	AR p.15; results	reported basket saving, cumulative saving, checkout access and digital engagement	F01; F03; F05
E19	Sainsbury Annual Report/Results 2026 (J Sainsbury plc, 2026a, 2026b)	AR pp.15-17; results	Pollen, clients, screens, closed-loop measurement and profit ambition	F06-F07
E20	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.62-64	dated assessment of Sainsbury's/Nectar disclosure and high-level third-party descriptions	F06; F08
E21	My Morrisons launch (Morrisons, 2021)	launch body	instant money-off, physical-card continuity and personalised app offers	F02-F04
E22	Morrisons More relaunch (Morrisons, 2023)	launch body	restored points/Fivers, member prices, personalised offers and 5,000-point threshold	F01-F02; F04
E23	More Card price expansion (Morrisons, 2024b)	announcement/notes	more than 2,000 member prices with store/channel exclusions	F01; F03-F04
E24	Points on every product (Morrisons, 2024c)	announcement/terms	five eligible points per product, exclusions and Fiver conversion	F02
E25	More Card stamp promotion (Morrisons, 2026b)	promotion terms	spend-linked stamps and threshold-based discounted glassware	F02
E26	Morrisons Media Group launch (Morrisons, 2024a)	Points Boosters	data-selected brands and spend challenges used for personalised rewards	F03; F06
E27	Morrisons Media Group launch (Morrisons, 2024a)	media channels	first-party-data advertising, screens and trolley media	F06-F07
E28	Morrisons FY2023/24 update (Morrisons, 2025)	key points	linked-sales penetration, price breadth and Christmas Fiver redemption	F05; F07
E29	Morrisons FY2024/25 update (Morrisons, 2026a)	key points	active-user growth and group financial context without programme-profit isolation	F05; F07
E30	Morrisons redesign sequence (Morrisons, 2021, 2023, 2025)	longitudinal synthesis	shift from instant offers to restored points/Fivers and expanded prices	F02

Table D1b. Regulator and independent evidence E31-E48

Evidence code	Human-readable source	Page/section	Evidence meaning	Related finding(s)
E31	CMA Consumer Survey Appendix (Competition and Markets Authority, 2024b)	pp.7-8	97% held a scheme, average 3.1 memberships and 21% held five or more	F05
E32	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.27-29	69% perceived good savings while 40% lacked trust in usual-price genuineness	F01; F08
E33	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.39-42	76% reported no shopping-location change and 24% compared prices more	F05
E34	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.15-16, 60-61	infrequent users cited effort, missing card/app and low-spend relevance	F02-F04
E35	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.45-47	physical/app use and population evidence on digital exclusion	F03-F04
E36	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.55-56	awareness of data collection was higher than actual reading of privacy information	F08
E37	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.57-59	comfort varied between personalisation, insight, advertising and third-party sharing	F06; F08
E38	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.62-64	no consumer-law concern found, but some sharing descriptions remained high level	F08
E39	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.5, 112-113	approximately 50,000-product analysis found usual-price savings overwhelmingly genuine	F01
E40	CMA Comparative Pricing Appendix (Competition and Markets Authority, 2024c)	pp.3-5	most sample loyalty prices equalled or beat non-promotional alternatives	F01
E41	Which? loyalty-pricing report (Which?, 2024a)	pp.6-7	high Clubcard/Nectar reach and widespread multiple-scheme membership	F05
E42	Which? loyalty-pricing report (Which?, 2024a)	p.5	snapshot basket savings for Clubcard and Nectar	F01
E43	Which? price investigation (Which?, 2024b)	May 2024 snapshot	thousands of offers plus examples where member price was not cheapest elsewhere	F01
E44	ICO Consumer Perspectives survey (Information Commissioner's Office, 2024)	p.24	security trust, financial reward, clearer privacy information and offers influenced data-sharing openness	F08
E45	ICO profiling guidance (Information Commissioner's Office, 2025)	profiling section	profiling must be fair, transparent, lawful, proportionate and open to objection	F08
E46	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.18-19	loyalty-promoted sales demonstrated material sector scale without programme-profit attribution	F06-F07
E47	CMA Findings Report (Competition and Markets Authority, 2024a)	pp.65, 112	multi-homing spread data and loyalty pricing had not yet materially weakened competition	F05; F07
E48	ICO Direct Marketing Checklist (Information Commissioner's Office, 2022)	profiling/privacy checklist	clear information, fair profiling and respect for objections form the governance benchmark	F08

Source: Chapter 4 evidence extraction matrix, checked against the cited documents in the reference list.