SHOPPER LOYALTY: HOW STRONG A RELATIONSHIP DO SHOPPERS HAVE WITH THEIR SUPERMARKETS?
Harris Interactive works with market leading brands to help them maintain strong business performance through building strong customer relationships.

We identify clear and prioritised actions from uncovering unmet customer needs, customer experience inconsistency, strengths and weaknesses in the marketplace, and key drivers of differentiation/ uniqueness.

By bringing our clients closer to their customers we help them to stay ahead of their competitors and make sense of the ever-changing world.

Here we share with you:
- Which supermarkets have the strongest relationships with shoppers
- Key drivers of shopper loyalty
- The impact of discounters and why they appeal
- How online shopping is (and isn't) living up to shopper expectations
- The role of supermarket loyalty/credit cards in shopper loyalty

The insight within this report is from Harris Customer Power, a competitor benchmarking subscription service.

It provides comprehensive customer relationship data and insight across 11 sectors and over 100 UK brands, supporting customer retention and engagement decision making. It covers the following elements:

- **Harris Relationship & Energy Metrics**
  Connect customer hearts and minds with future intentions to understand relationship strength and sustainability. See which brands are the most dynamic and innovative to attract new business.

- **Harris Connected Customer Segmentation**
  Are your customers fully connected ambassadors for your brand or are many only partly connected, indifferent or event disconnected and at risk of switching? How do they change with the actions you take?

- **Net Promoter Score**
  What is your advocacy strength against other brands?

- **Harris Adapt – Ease of dealing with and personalisation rankings**
  Your ranking on these increasingly critical measures.

- **Ratings on over 20 service, product and communications experiences**
  Identify and communicate your strengths and differentiators, and take action on weaker areas to better meet customer needs.

- **Channel usage and satisfaction**
  Maps how well customer experiences match changing needs from traditional and digital channels.

- **How customers feel**
  Where they sit on the spectrum of being delighted, feeling listened to, and treated fairly through to feeling like a number, powerless and neglected.
Despite much negative press towards the Grocery Retail industry, supermarkets have relatively good customer relationship connectivity compared to other industries.

Tesco & Sainsbury’s are in a tough place, with high levels of indifferent customers. Dramatic change will be needed to re-communicate the brands as unique, different, and energised.

It is clear that the discounters don’t just lead the way on price/value; they perform better than expected on service, treating customers fairly, being easy to deal with and selling products with consumers’ lifestyles in mind. They have universal appeal and the old stereotype of older, less affluent shoppers is something they have left behind.

However, there is a danger for discounters given that some shoppers feel that they are becoming increasingly similar to other supermarkets. There is much for discounters to improve on, including the absence of loyalty cards, product range limitations and addressing long queues at tills.

Online shopping is popular but is far from being the main way to purchase groceries: Most households shop online less often than once a month, however online shopping does have a clear appeal to high spenders and younger family life stages.

Waitrose, Morrisons and Ocado lead the way on online shopping, with the highest satisfaction ratings across the customer experience; but the larger players Tesco & Sainsbury’s often fail to impress. For the weaker brands, key improvements needed to improve performance include: more help from drivers to unpack deliveries, suitable substitutions, and addressing product freshness and best before dates.

Loyalty cards are important data sources for supermarkets and are highly valued by some shoppers, with each one offering clear appeal, rewards and benefits.

However, the future appeal of loyalty cards comes under question given that younger age groups and men are particularly unlikely to use them. We also know their influence over store choice is secondary to range, quality, service and convenience. As these shoppers progress through the life-stages, will we see them convert to or shun loyalty cards, or will new schemes such as M&S Sparks reignite shopper enthusiasm?
HOW STRONG ARE CUSTOMER RELATIONSHIPS FOR SUPERMARKETS?

The Harris Relationship Score connects customers’ hearts and minds with their future intentions towards a brand. It tells us how strong and sustainable relationships are, and whether they are rationally or emotionally driven. Across the sector as a whole, supermarkets rate well, ranking in joint first place, with banking.

To have strong relationships, and create Fully Connected customers who are true advocates for your brand, we believe high engagement is needed on all rational, emotional, and intentional levels. This applies to 36% of supermarket customers. Again, this is the highest alongside banking, with the weakest sector, Energy, only rating at 25%. So despite the challenges in the sector this is positive news.

However, not all supermarket customers are as engaged as they could be; just over one-quarter feel indifferent to their regular supermarket brand, and not all supermarket brands rate the same. It is clear that those supermarkets who have the most engaged customer relationships, are also driving a differentiated positioning/customer benefit, and have high brand energy. By the latter we mean their brands are perceived as being ahead of the game, innovative, and surrounded by positive buzz.

This is why M&S and Waitrose lead the way, why the discounters have caused a shake-up, and why 3 of the big 4 supermarkets are lagging behind in being preferred choice.

Proportion of customers CONNECTED %

<table>
<thead>
<tr>
<th>FULLY CONNECTED</th>
<th>PARTLY CONNECTED</th>
<th>INDIFFERENT</th>
<th>DISCONNECTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>36%</td>
<td>32%</td>
<td>28%</td>
<td>5%</td>
</tr>
</tbody>
</table>

1 Poor  2 Fair  3 Good  4 Very Good  5 Excellent

Nearly 50% of customers are fully connected; high brand energy and uniqueness

Customer connectivity inconsistent & room to improve relationships, but high uniqueness and brand energy

Customer connectivity similar to Aldi, Asda and Lidl but weaker brand energy and uniqueness

Higher numbers of indifferent customers, not seen as unique & lacking brand energy
Within Customer Power we ask customers to rate their regular supermarket brand on over 20 different product, communications, and service related attributes, and through analytics, we then derive the importance of those attributes. We do this because when customers are asked what is most important to them, price comes top, followed by products, and convenience. However, other messages are also relevant to communicate to customers as we can see below.

It is not surprising to see our two supermarket leaders ranking first and second on four of the top five customer priorities. It also demonstrates why the discounters are standing out as they’re not just delivering on price and value, but also on service, ease, and emotional engagement. Morrison’s edges ahead of Asda on three elements, and is also highly associated with strong specialist knowledge, so if it can rebuild its brand momentum then it’s in a good position. The biggest improvements need to be made by Tesco, Sainsbury’s, and The Co-operative who tend to sit in the bottom three places.

In the sector, prevalence of loyalty and credit cards and vouchers is high to drive footfall and share: 70% say supermarket loyalty or credit cards have some influence on the decision of who they shop with, and just under half have used a money-off voucher in-store in the last three months. Similarly, just over one-third have planned supermarket visits around special offers/deals. However, in our derived importance analysis, being rewarded for loyalty, has the lowest ranking of all of our attributes, indicating that whilst these are important tactical activities, other elements may be more critical to get right for the longer term.

On top of all this, things are made more challenging by changing consumer behaviour. Just under half of all customers say they are flexible about where they shop and tend to shop around more now than they did a year ago. One element that is clear in the current environment is that very few consumers believe discounters are a fad and will become just like the rest of the supermarket chains.

### Supermarket brand ranking

<table>
<thead>
<tr>
<th>Top five customer priorities derived importance</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERALL SERVICE</td>
<td>Waitrose</td>
<td>M&amp;S</td>
<td></td>
<td></td>
<td></td>
<td>ASDA</td>
<td>TESCO</td>
<td>Sainsbury’s</td>
<td>The co-operative bank</td>
</tr>
<tr>
<td>TREAT ITS CUSTOMERS FAIRLY</td>
<td>Waitrose</td>
<td>M&amp;S</td>
<td></td>
<td></td>
<td></td>
<td>ASDA</td>
<td>TESCO</td>
<td>Sainsbury’s</td>
<td>The co-operative bank</td>
</tr>
<tr>
<td>SELLS PRODUCTS DEVELOPED FOR ME AND MY LIFESTYLE</td>
<td>M&amp;S</td>
<td>Waitrose</td>
<td></td>
<td></td>
<td></td>
<td>ASDA</td>
<td>TESCO</td>
<td>Sainsbury’s</td>
<td>The co-operative bank</td>
</tr>
<tr>
<td>VALUE FOR MONEY/COMPETITIVE PRICES</td>
<td></td>
<td>M&amp;S</td>
<td></td>
<td></td>
<td>ASDA</td>
<td>TESCO</td>
<td>Waitrose</td>
<td>M&amp;S</td>
<td>Sainsbury’s</td>
</tr>
<tr>
<td>EASY TO DEAL WITH</td>
<td>M&amp;S</td>
<td>Waitrose</td>
<td></td>
<td></td>
<td>ASDA</td>
<td>TESCO</td>
<td>Sainsbury’s</td>
<td>The co-operative bank</td>
<td></td>
</tr>
</tbody>
</table>
Shopping at discounter stores (Aldi & Lidl)

Around two-thirds of supermarket customers in our survey have shopped at Lidl and Aldi, however you may be surprised to hear there are some clear differences between these shoppers: Older consumers are more likely to have shopped at Lidl - around three quarters (72%) of those aged 65+ have shopped at Lidl. In comparison Aldi consumers have a younger age profile, peaking in the 35 - 44 age group (68% of this age group have visited an Aldi store).

Interestingly, personal finances have little impact upon consumer decisions to shop at discounters, and those who experience frequent financial difficulties are just as likely to shop at discounters as those who have no adverse financial issues.

Attitudes towards discounters

We see some scepticism towards whether discounters are any different to other supermarkets. Almost a quarter of discounter shoppers feel that discounters are just the same as other supermarkets and do not offer anything extra. This view is particularly pertinent amongst younger people, men and low spenders on grocery products:

Frustrations & Barriers

The top 5 most frequently mentioned frustrations when it comes to shopping at discounters are:

- Reduced range means I can't buy everything I need: 34%
- Lack of staff on tills means long queues: 30%
- Having to pay for plastic bags: 23%
- Lack of branded products: 19%
- Lack of space at the tills: 19%

Profile of those who agree that discounters are just the same as other supermarkets and do not offer anything extra

- 18-24 age group: 41%
- Male shoppers: 28%
- <£150 monthly spend on groceries: 25%

Base: 771 consumers who have shopped at discounter stores
Shoppers who spend £250+ per month on groceries are the most likely to cite discounters’ reduced product range as a frustration. Similarly, female consumers are more likely to mention this as a frustration than men.

### Frustration with discounters: Limited product range – Gender

<table>
<thead>
<tr>
<th>Male shoppers</th>
<th>Female shoppers</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td>36%</td>
</tr>
</tbody>
</table>

### Frustration with discounters: Limited product range – Average monthly spend

<table>
<thead>
<tr>
<th>£150 or less per month</th>
<th>£151-£249 per month</th>
<th>£250-£399 per month</th>
<th>£400+ per month</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>36%</td>
<td>40%</td>
<td>44%</td>
</tr>
</tbody>
</table>

Base: 771 consumers who have shopped at discounter stores

Some shoppers find discounter stores off-putting because they do not offer loyalty cards (16%), and this rises to 24% amongst the 24-35 age group. One in six consumers (15%) who say that loyalty cards influence their shopping choices say that they have shopped at discounters in the past but no longer do so. This suggests that loyalty schemes could be playing a significant role in drawing shoppers away from discounter supermarkets.

Male consumers are significantly more likely than females to cite discounter store layout and signposting as a key frustration (18% of male discounter shoppers compared with 11% of females). Similarly, shoppers who spend £400 or more per month on groceries are significantly more likely to cite difficulty finding what they are looking for at discounter stores as a frustration (21%).

For younger shoppers, lack of space in discounter store car parks is a key dislike, mentioned by over a quarter of under 35 year olds (29%).

A third of those not influenced by supermarket loyalty cards (30%) said they had no frustrations with discounters, compared with just 15% of those who feel loyalty cards influence their shopping behaviour to some extent.

There also appears to be a link between consumers’ financial situations and how they feel about discounters: Those with occasional or no financial difficulties are less likely to cite frustrations with discounters.

### Shoppers citing “no frustrations with discounters” (Analysis by financial situation)

<table>
<thead>
<tr>
<th>Frequent financial difficulties</th>
<th>Occasional financial difficulties</th>
<th>No financial difficulties</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>25%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Base: 771 consumers who have shopped at discounter stores
ONLINE SHOPPING

We talked to shoppers about their experiences of online grocery shopping and how the major supermarket brands perform.

Almost half of consumers (49%) say that they never buy their groceries online. Of those who do buy groceries online, around a quarter (27%) are regular shoppers and use online delivery services at least once a month.

We see some interesting trends with regards to online shopping behaviour:

- Consumers aged under 45 years are more likely to order groceries online at least once a month.
- Those least likely to order groceries online become more common with age; accounting for over half of those aged 45-54yrs and 55-64yrs (52% and 56% respectively), and rising to over two-thirds of those aged 65-74 years (69%).

- Consumers who never shop online for groceries are more likely to have a lower budget for groceries; accounting for more than half (53%) of those with an average monthly spend of £150 or less.
- At the other end of the scale, around a third of consumers (32%) with a monthly grocery budget of £400+ say they shop online at least once a month.

Tesco stands out as the most popular of all supermarket brands that currently offer home delivery. Around two-thirds of consumers who have bought their groceries online, have done so with Tesco at least once.
With the exception of Morrisons and Ocado (scoring 70% respectively), supermarkets perform relatively poorly on the willingness of delivery drivers to help customers unpack their shopping. With the recently introduced charge for single carrier bags by supermarkets, bagless delivery options are now being offered. However the unwillingness of delivery drivers to help unpack these deliveries is a hindrance for some shoppers.

Despite this, supermarkets tend to perform well on the friendliness of their delivery drivers, although there is considerable variation by brand, with Waitrose being rated the best (93%) and Iceland coming last (67%).

Consumers rated all of the supermarkets highly on the availability of delivery slots for online shopping with Morrisons (75%), Ocado (72%) and Waitrose (72%) rated the top three. Morrisons (72%) and Waitrose (68%) were also rated the best with regards to the cost of delivery slots.

Given that they share the same infrastructure, it is perhaps reassuring to see Ocado and Morrisons perform equally well on most attributes.

Morrisons scored the best when it came to substitutions, both in terms of low frequency (79%) and suitability (71%). With the exception of Morrisons, all supermarkets perform relatively weakly on suitability of substitutions.

For all online grocery providers, product freshness is the weakest area of performance. Sainsbury’s and Tesco achieved the lowest scores on length of best before dates. In comparison Ocado performed the best in this area with a score of 68%. Whilst all of the UK’s major supermarkets provide guarantees on the freshness of produce ordered online, it is clear that in some cases, these are falling short of the mark.

### Performance of online grocery shopping brands

<table>
<thead>
<tr>
<th>Overall Friendliness</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Waitrose</strong></td>
<td><strong>ASDA</strong></td>
<td><strong>Iceland</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Willingness of Drivers to Help Unpack</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ocado</strong></td>
<td><strong>Waitrose</strong></td>
<td><strong>Iceland</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Availability of Delivery Slots</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASDA</strong></td>
<td><strong>Sainsbury’s</strong></td>
<td><strong>Iceland</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost of Delivery Slots</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Iceland</strong></td>
<td><strong>ASDA</strong></td>
<td><strong>Tesco</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount of Substitutions</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ocado</strong></td>
<td><strong>ASDA</strong></td>
<td><strong>Tesco</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Suitability of Substitutions</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tesco</strong></td>
<td><strong>Sainsbury’s</strong></td>
<td><strong>Iceland</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Best Before Dates</th>
<th>Best</th>
<th>Worst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ocado</strong></td>
<td><strong>ASDA</strong></td>
<td><strong>Iceland</strong></td>
</tr>
</tbody>
</table>

Base: All who use online shopping (507) Asda (180), Iceland (71), Morrisons (36*), Sainsbury’s (144), Tesco (314), Waitrose (36*), Ocado(43).

*Please note, base sizes for Morrisons, Ocado and Waitrose are low and caution should be applied here. Bases have been weighted.
Supermarket Loyalty Cards & Credit Cards

Tesco Clubcard remains the most popular supermarket loyalty card, held by two thirds of shoppers (66%), followed by Sainsbury’s Nectar Card which is held by around half (52%). Whilst considerably fewer shoppers (24%) have a Morrisons Match & More Card, this is still a high level of penetration given its recent introduction and smaller store portfolio.

Supermarket credit cards are much less widespread and whilst Tesco emerges as the most frequently held supermarket credit card, its penetration is 13%.

Consumers without Loyalty Cards

Interestingly, just around one in seven people (15%) told us that they do not hold any supermarket loyalty cards or credit cards. Shoppers without a supermarket loyalty or credit card are significantly more likely to be male.

Younger shoppers appear less likely to have supermarket loyalty cards: Half of shoppers under the age of 35 do not hold a loyalty card and this figure falls with age; dropping to only 7% of shoppers aged 65+ who do not have a supermarket loyalty card. Shoppers from higher socio-economic groups as also less likely to hold supermarket loyalty cards.

Supermarket Loyalty Card & Credit Cards Held

<table>
<thead>
<tr>
<th>Card Name</th>
<th>Male (9%)</th>
<th>Female (13%)</th>
<th>Male (21%)</th>
<th>Female (16%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tesco Clubcard</td>
<td>59%</td>
<td>75%</td>
<td>41%</td>
<td>65%</td>
</tr>
<tr>
<td>Sainsbury’s Nectar Card</td>
<td>41%</td>
<td>59%</td>
<td>24%</td>
<td>32%</td>
</tr>
<tr>
<td>Morrisons Match &amp; More Card</td>
<td>28%</td>
<td>72%</td>
<td>24%</td>
<td>76%</td>
</tr>
<tr>
<td>Tesco Credit Card</td>
<td>13%</td>
<td>87%</td>
<td>13%</td>
<td>87%</td>
</tr>
<tr>
<td>My Waitrose Card</td>
<td>12%</td>
<td>88%</td>
<td>7%</td>
<td>93%</td>
</tr>
<tr>
<td>M&amp;S Credit Card</td>
<td>7%</td>
<td>93%</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td>Sainsbury’s Credit Card</td>
<td>5%</td>
<td>95%</td>
<td>5%</td>
<td>95%</td>
</tr>
<tr>
<td>ASDA Money Credit Card</td>
<td>2%</td>
<td>98%</td>
<td>3%</td>
<td>97%</td>
</tr>
<tr>
<td>Waitrose Credit Card</td>
<td>2%</td>
<td>98%</td>
<td>2%</td>
<td>98%</td>
</tr>
<tr>
<td>None of these</td>
<td>15%</td>
<td>85%</td>
<td>20%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Base: 1,003 consumers who have a supermarket loyalty card or credit card
When it comes to the factors that motivate shoppers to sign up for a loyalty card, we see some different patterns by brand. For consumers who have a Tesco Clubcard, Sainsbury’s Nectar Card or Morrisons Match & More Card, being able to get money off their shopping bills by collecting vouchers is the key factor behind signing up for a card.

MyWaitrose card holders, on the other hand, are most likely to have signed up after being convinced by a member of staff or because they liked the free hot drinks and newspapers with their card membership.

Whilst earning cashback through price matching is an important reason for signing up to Tesco Clubcard and Morrisons Match & More cards, this isn’t a motivating factor for Nectar or MyWaitrose cards.

Interestingly, those with Match & More cards are the only loyalty card holders to say that they were attracted to signing up because it would enable them to earn vouchers for money off items other than shopping (i.e. petrol) – it will be interesting to see how the recently announced changes to the Morrisons scheme will impact shopper satisfaction.

Influence of supermarket loyalty cards or credit cards on retailer choice

Although loyalty cards do play a role in influencing where some consumers shop, this is not the case for all. This suggests that rather than loyalty cards alone, key factors such as price, quality, convenience and overall shopping experience have more of a role to play in influencing where consumers shop.

Influence of Supermarket Loyalty Cards & Credit Cards on Shopping Choices

Base: 853 consumers who hold supermarket loyalty cards or credit cards

### Reasons for signing up for a supermarket loyalty card: Tesco, Sainsbury’s, Morrisons & Waitrose

<table>
<thead>
<tr>
<th>Reason</th>
<th>TESCO CLUBCARD</th>
<th>SAINSBURY’S NECTAR CARD</th>
<th>MORRISONS MATCH &amp; MORE</th>
<th>MYWAITROSE CARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vouchers can be used as money off your overall shopping bill</td>
<td>66%</td>
<td>55%</td>
<td>59%</td>
<td>27%</td>
</tr>
<tr>
<td>Vouchers for money off specific products</td>
<td>48%</td>
<td>29%</td>
<td>22%</td>
<td>22%</td>
</tr>
<tr>
<td>Points/ vouchers which can be collected and traded in for rewards</td>
<td>48%</td>
<td>42%</td>
<td>22%</td>
<td>11%</td>
</tr>
<tr>
<td>Vouchers which can be used for other things i.e. petrol discounts</td>
<td>35%</td>
<td>23%</td>
<td>23%</td>
<td>10%</td>
</tr>
<tr>
<td>Vouchers which can be used for other retailers</td>
<td>17%</td>
<td>23%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>To be the first to hear the latest news from this supermarket</td>
<td>13%</td>
<td>9%</td>
<td>13%</td>
<td>20%</td>
</tr>
<tr>
<td>To get free hot drinks, newspapers etc.</td>
<td>5%</td>
<td>3%</td>
<td>5%</td>
<td>64%</td>
</tr>
<tr>
<td>I was convinced to sign up by a member of staff</td>
<td>5%</td>
<td>3%</td>
<td>5%</td>
<td>64%</td>
</tr>
</tbody>
</table>

Base: All respondents with a Tesco Clubcard (664)/with a Sainsbury’s Nectar Card (522)/with a Morrisons Match & More card (278)/All respondents with a MyWaitrose card (123)
INSPIRING ACTION

Within this report we’ve highlighted how supermarket brands can improve their customer engagement and retention, and the opportunities that exist for innovative brands who demonstrate they are listening to their customers.

Our aim was to provide thought provoking content that inspires you to do something different to impact your own customer relationships – which we hope we’ve achieved.

If you’d like to discuss things further, or obtain more information, just give us a call or send us an email.

There are also three specific ways you can take action by accessing Harris Customer Power:

**SUBSCRIBE TO OUR ONLINE REPORTING PLATFORM**
…giving you the flexibility to use the data as you wish, create your own cross tabulations, and personalise your own Powerpoint reports. You can buy access to all of the data, to one sector only, or to multiple sectors.

**REQUEST A BESPOKE REPORT**
…for example, if you want to combine insights across several sectors.

**CREATE A BESPOKE ONLINE SURVEY**
…using your own customer sample and our templated questions and benchmark it with Customer Power sector data – if your brand isn’t already covered, or you want to boost the sample size or include your own segmentation.
**Harris Interactive UK**

Harris Interactive UK Ltd is a full service, consultative custom market research agency, operating across business-to-business and consumer markets.

We blend sector expertise with award winning research designs and innovative approaches, to deliver tailored solutions built on industry best practice. Core areas include stakeholder relationships, branding and communications, concept development and market segmentation.

Engagements range from quick tactical one-off projects to ongoing strategic tracking studies. This includes helping brands to build targeted **online communities**, a powerful way of fully engaging with customers on a range of topics over time, and to understand the role and impact of social media through **SocialLife**, the most comprehensive tracker of UK social media use.

Our Retail experience is underpinned by our senior research team who have worked in the retail industry for a number of years. This experience, combined with our passion for using consumer insight to help retailers grow, ensures that each project delivers new, insightful and actionable learnings to support brand development.

Our clients range from the largest high-street and out-of-town retailers to online retailers as well as catalogue retailers. We also have conducted various projects understanding convenience retailers, the discounters, cash and carries and symbol stores.

We work on a vast array of projects giving each one the same care, attention and focus required – regardless of size or scope. The topics we research tend to be time-critical so we understand that timings are everything in the fast-paced world of retailing.

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