

## **Foreword**

Uwins, S. (2007). Foreword to *Scoring Points*. Clive Humby, Terry Hunt and Tim Phillips, *How Tesco continues to win customer loyalty, Second Edition*. (pages ix-x). Great Britain and United States: Kogan Page Limited.

I always smile when people refer to Clubcard as an outstanding loyalty scheme. In reality, a 'scheme' by itself cannot create loyalty any more than a promotion or TV commercial can. It is the whole customer experience that counts.

Clubcard isn't something that we added to our business to create loyal customers; instead it one expression of what we do as a business. The philosophy of 'Every little helps' has made us successful, and continues to do so. It's how we earn customer loyalty.

How does Clubcard help us deliver 'Every little helps'? It lets us say 'thank you', personally, for shopping with us. The quality of the insight it provides helps us make the shopping trip relevant. You could argue that even calling it a loyalty scheme is over-complicating things. We prefer to think of it as a simple, 'thank you'.

Clubcard's enduring strengths seem to be self-evident, and some people would consider them to be little more than common sense. It's simple: the more you spend, the bigger the 'thank you'. It's fair: we don't give out platinum or gold cards to give special privilege to some of our customers. As our advertising says, we put eggs, not customers in boxes. Instead, we put all our effort into making the rewards personal. Every Clubcard statement offering rewards reflects what each individual as a customer, wants to buy from us.

If this is common sense, it doesn't make it easy to do. Over 10 years, as this book describes, we have continuously worked to adapt and refine Clubcard's strengths. Sometimes we got it wrong: we tried to be too clever, we over-complicated things, or we lost sight of our principles for short-term gain. We often think of successful businesses as moving smoothly forward, never making mistakes. When you're a retailer, you know that isn't true. Sooner or later you get it wrong. How do you know? Because customers tell you.

And that's a simple and obvious benefit of Clubcard that it's easy to miss. It is not now, nor has it ever been, a way to manipulate customers, to force them to buy things they don't want or need or can't afford. Instead the shopping patterns it reveals are a way for customers to tell us when we get it right or wrong, as long as we have the skill and desire to listen.

Today, Clubcard is stronger, and more deeply embedded in our business, than it has ever been. This book shows that it has taken ten years of continuous enhancements, improvements, revisions and rethinks to get there, but as our customers tell us, every little helps.

-Simon Uwins, Marketing Director, Tesco Stores