



adviso + R³

LoyalT 2023

Study Highlights

6th edition October 2023



Introduction

Adviso and R3 are happy to present the 6th edition of the LoyalT study, the most comprehensive annual study on loyalty program trends and performance in Canada.

The LoyalT study identifies many changes in the Canadian industry and shows a clear picture of the loyalty evolution. In addition to the introduction of new programs, we have seen BMO taking over Air Miles, Scene+ hoping to become THE coalition program of Canada, the transformation of the metro&moi program into a new private coalition program (Moi), as well as several programs offering credit cards or a premium component.

After the COVID-19 pandemic, Canadian consumers are now facing rampant inflation and the search for savings has become a main concern. One of the focus of this year's study was to study the use and appreciation of loyalty programs in such a context.

Of course, this 6th study includes the traditional top 10 loyalty programs and several key analysis.

Following the acquisition of R3 by Adviso in September 2022, we are proud to present the first joint study that brings together the best of our expertise.

Happy reading!

OUR EXPERTS



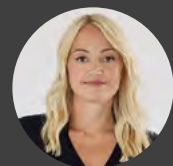
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Methodology

Leger was in charge of data collection¹

10,000 Canadian respondents²

83 Canadian programs evaluated

10 BUSINESS SECTORS

 Specialty food	 Supermarket
 Fashion and beauty	 Entertainment
 Pet Store	 Hardware
 Pharmacy	 Gasoline and convenience stores
 Transportation	 Restaurants

It should be noted that the Moi program from Metro was excluded from the study because it was launched too recently to be evaluated properly.

¹ Canadians aged 18+, selected from the Leger LEO panel

² Data collection conducted by Leger from June 27 to July 25, 2023

To ensure the sample is representative of the entire adult population in Canada, the raw data from the study was

weighted according to the current distribution of the population by sex, age, region, education, children and mother tongue. By comparison, the error margin for a similar probability sample is +/- 1.4%, with a 95% confidence range (in 19 out of 20 cases).

Methodology

Calculation of the LoyalT Score

With 30+ years of experience in evaluating the ROI of loyalty programs, our experts found that the programs showing the best performance are those able to change the behaviour of their members: frequency, average spent and concentration of purchases.

It is with this in mind that we created the LoyalT study using a methodology allowing us to measure changes in member's behaviour in terms of frequency and share of wallet without setting aside the engagement and global appreciation of the program.

The LoyalT score is made up of **three key indices**: behaviour, engagement, and attachment.

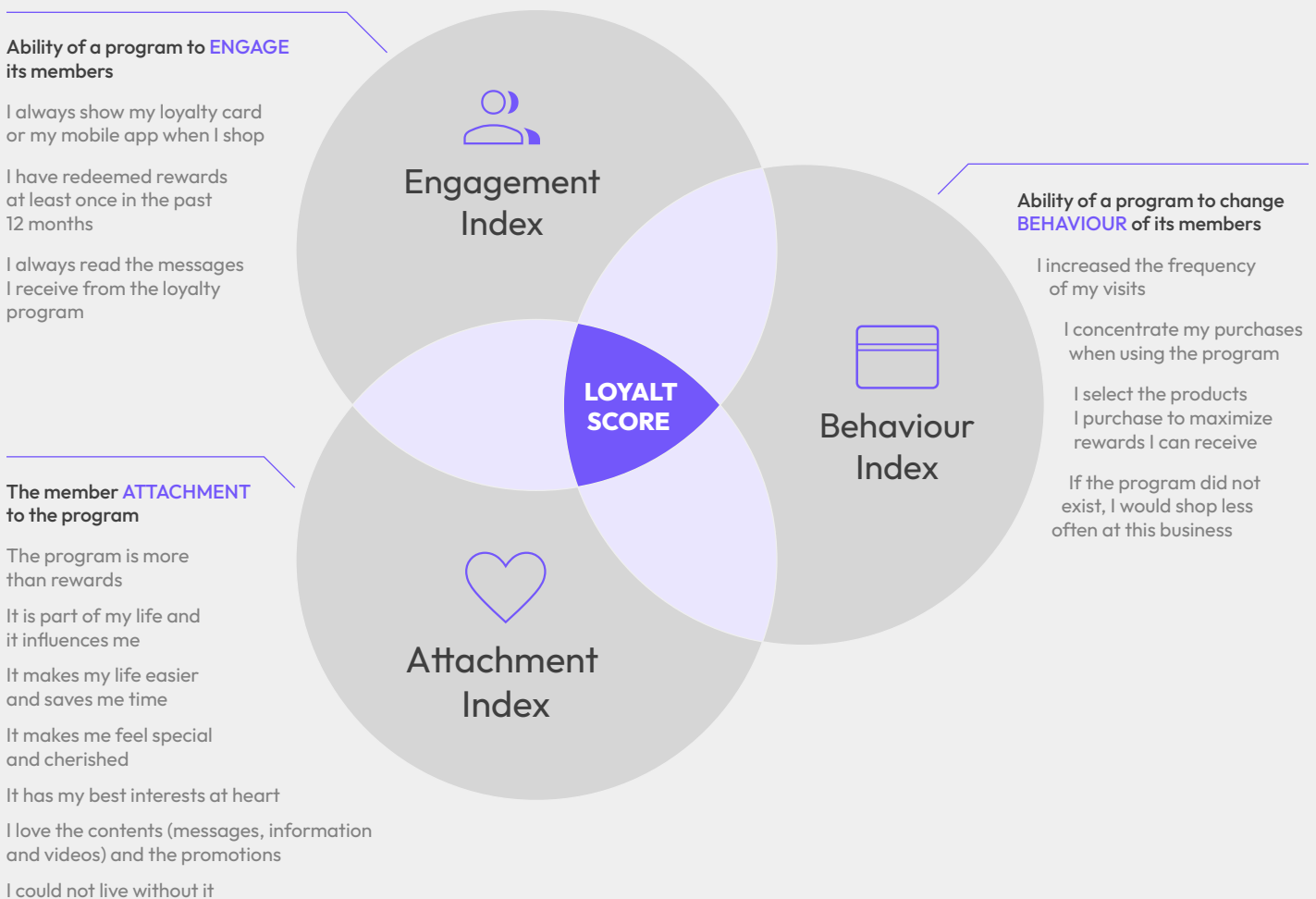


Table of Content

Section 01	Inflation: Looking for Savings	6
Section 02	Program Use and Behaviour Changes	9
Section 03	Credit Cards	13
Section 04	Premium Programs	16
Section 05	2023 Top Loyalty Programs	20
Section 06	Key Statistics	27

Section 01

Inflation: Looking for Savings



With inflation in the country reaching 4%³, 80% of Canadians have seen their purchasing power decrease. To save money they are turning more to loyalty programs.

It is impossible to ignore the fact that Canadians are dealing with inflation everywhere – at the grocery store, at the gas station, in stores, etc. Rarely has the pursuit of savings been so present in conversations, in the headlines and... through the use of loyalty programs.

51%

of Canadians have used more programs in the last 12 months

66%

find that loyalty programs enable them to save money

To save even more, **over a quarter (26.5%) of members buy products** that help maximize their rewards. This represents a three-point percentage increase from 2021.

Low generosity, compromised loyalty

As shown in the 2021 study, a program **perceived generosity** is strongly linked to its ability to change the purchasing behaviour of members by increasing the number of shopping visits and annual purchases.



Perceived generosity

The perceived generosity relates to a member's ability to earn points in different ways (promotions, customized offers, engagement through the mobile app, contest, reviews, etc.), and not only on the total purchases (base rewards).

This year, LoyalT shows that this habit remains just as important in an inflationary context. Consumers are looking for generous offers and do not hesitate to leave a program if they do not receive these types of offers. Over the last year, **nearly one in two members (45%) say they dropped out of a loyalty program they perceived as not generous enough**. This trend is particularly evident among young people aged 18 to 34 (53%).

Moreover, if a competitor's program in the same business sector became more generous, **69% of Canadian program members would not hesitate to switch**. Once again, this percentage increases among the 18–34 age group (72%).

³ Statistics Canada, Consumer Price Index for the provinces and for Whitehorse, Yellowknife and Iqaluit – Not seasonally adjusted, <https://www150.statcan.gc.ca/n1/daily-quotidien/230919/t002a-eng.htm> (accessed on September 29, 2023).

Recommendations

1

Measure the perceived generosity of your program compared to your key competitors' programs.

2

Identify your program's marketing activities that help maximize this perception of generosity.

3

Ask your customers about their preferred manner to be rewarded.

4

Identify your most price-sensitive customers and create outstanding personalized offers.

5

Educate members on the best ways to save money with your program.

Section 02

Program Use and Behaviour Changes

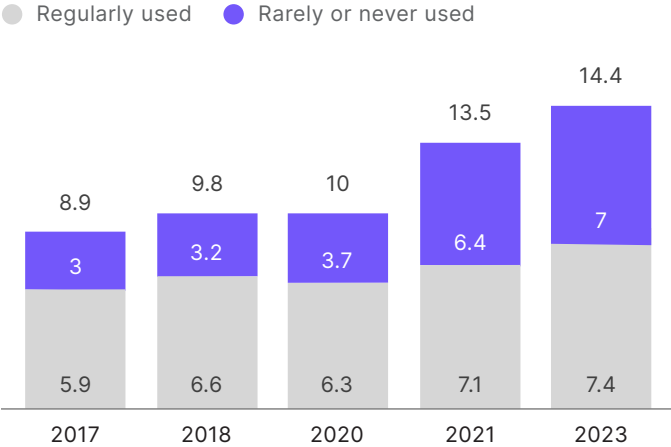


In the last edition of 2021, LoyalT showed that Canadians were members of a record number of loyalty programs, but were only using half of them. What is the situation now?

The loyalty portfolio is growing and the usage rate is capped

In 2023, Canadians have an average of 14.39 programs in their wallet, which is one more than in our last study. Fifty-two percent of them are members of more than 13 programs. However, only 7.36 programs are used on a regular basis, which is half (51%).

Number of programs and usage



Despite the low growth in the number of programs since 2021, our experts believe that there is still room for more in Canadian wallets. But it looks like the program usage rate has reached a plateau.

For program managers wanting to reap the full benefits of loyalty, this means their program **must be one of the seven selected by Canadians.**

The activity rate has decreased, but remains stable

While the average program usage rate was 65% from 2017 to 2020, it decreased to 53% in 2021. Since then, it has remained stable.

Our experts think there are two reasons for this inactivity rate.

Wall-to-wall enrollment possibilities

Now it is easier than ever to sign up for a loyalty program. The number of programs is always increasing and so is their accessibility, specifically because of mobile phones. Completing a digital form now takes just a few minutes, just like downloading a mobile app. A consumer does not need to have been to a store to be a member of its program. The ease and speed of registration have a double effect because they do not allow for enough engagement with new members. This is the reason why it has become essential to use a good onboarding strategy.

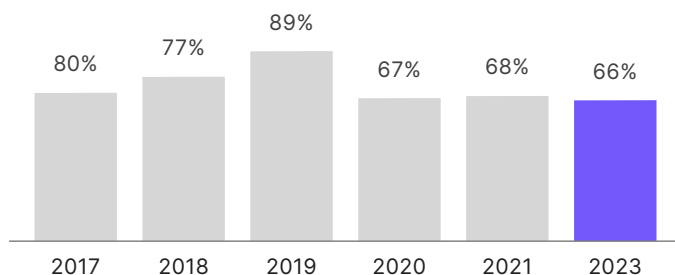
Non-existent or overlooked onboarding strategy

Few programs have set up a detailed onboarding strategy that clearly explains a program's features and quickly engages members. An onboarding strategy prevents the program from being treated with indifference after only a few weeks. Corporations should also seize this opportunity to collect zero and first-party data from customers.

Of the 51% active members, 66% say they "always" or "most of the time" use a program. Similar to previous years, this rate seems to be a legacy of the COVID-19 pandemic. Before the pandemic, this average was reaching 82%.

Loyalty programs activity rate

Always or most of the time



A few reasons can explain this decrease:

- 1 The e-commerce popularity during the crisis changed consumers purchasing behaviours and therefore the manner in which members use their cards.
- 2 Staff shortages lead to loyalty program operational deficiencies. Questions like "Do you have your card?" or "Do you want to enroll" are often pushed aside.

Behaviour changes

Once again, the LoyalT study highlights the significant impact of loyalty programs on behaviour changes.

This year, 47% of Canadian program members say they go more often to the same retailer and 50% say they concentrate their purchases within a program. These numbers show an increase of two and four percentage points respectively vs. 2021.



1 in 2 members

say they go more often to the same retailers and concentrate their purchases within a program

These statistics show the power loyalty programs have in the marketing landscape. While the impending disappearance of third-party cookies⁴ is of concern to all marketers, companies whose business vision is based on customer data do not have to fear a drop in performance.

In a world without cookies, only a few marketing strategies can promise results as good as those focusing on behaviour changes triggered by a loyalty program.

⁴ Jean-François Renaud, *The coming erosion of your digital revenues*, <https://www.adviso.ca/en/blog/cookie-apocalypse-en/the-coming-erosion-of-your-digital-revenue/> (accessed on September 29, 2023).

1

Keep the post-enrollment momentum going with an onboarding strategy. You should explain the benefits of your program, possibly using a video, offer points when a member's profile is completed and reward your members quickly so as to engage them immediately. Do not hesitate to use this strategy again if members become inactive during the first year.

2

Make sure you know how your members use the program. Select carefully the key performance indicators to assess your activity rate. Find and use the appropriate drivers relevant to your program.

3

Make sure your loyalty program is not just a marketing project, but also a complete business vision.

Section 03

Credit Cards



Co-branded cards

Snapshot of the Canadian situation

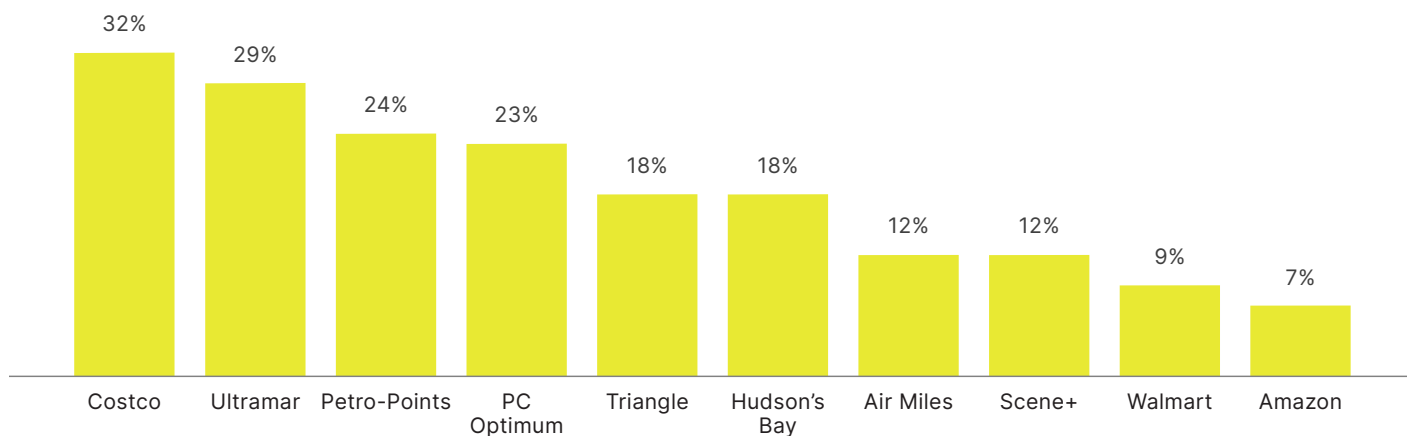
Increasingly popular, co-branded credit cards come from the association of a bank – a card issuer – and in our case, a loyalty program. Those cards offer members many additional benefits, among which a faster loyalty reward earning rates.

In the last two years, this trend has been used by the Moi (Metro), Triangle Rewards (Canadian Tire) and Scene+ (Cineplex) programs.

Launched just 12 months ago, the Scene+ program shows great performance: 12% of program members have already become Scotia Bank cardholders.

Interesting fact: Amazon has doubled its number of cardholders since 2020, increasing from 3.5% to 7%. This increase is closely linked to the increase in the total number of members (see section 04).

Cardholders with the program's name (co-branded card)





Co-branded credit card impact

The LoyalT study compared how member rates a program vs. member also holding the program's credit card. The study results not only show that cardholders like this approach, but also that it has a considerable impact on the member retention and the program ability to lead to members changing their behaviour.



Behaviour index

This index evaluates the ability of a program to retain members and change their behaviour: increase their shopping visits and influence their purchases.

Cash back credit cards or credit cards with rewards

Cash back credit cards or credit cards with rewards are very popular: **one in two (50.3%) Canadians hold one.**

This percentage rises to 63.4% among people with an income of \$100,000+. We also observe that the higher the income, the higher the ownership and utilization rates. The reasons are quite simple: wealthier Canadians tend to spend more and do not mind paying annual fees for these cards.

Among all Canadian cardholders **nearly three out of four (72.2%) use their credit card with rewards combined with their loyalty program** to make purchases. This is what our experts call "double-dipping". In other words, members earn points with a financial institution's credit card at the same time they earn points with a corporation's loyalty card.

Section 04

Premium Programs



Measured for the first time in the 2019 LoyalT study, premium programs showed at the time a promising potential. Now four years later, their impressive results prove their value.

Also called a fee-based membership program, a premium program requires members to pay monthly or yearly fees for additional or exclusive benefits and services, such as free shipping, free products or discounts, faster earning rate, invitations to events, etc.

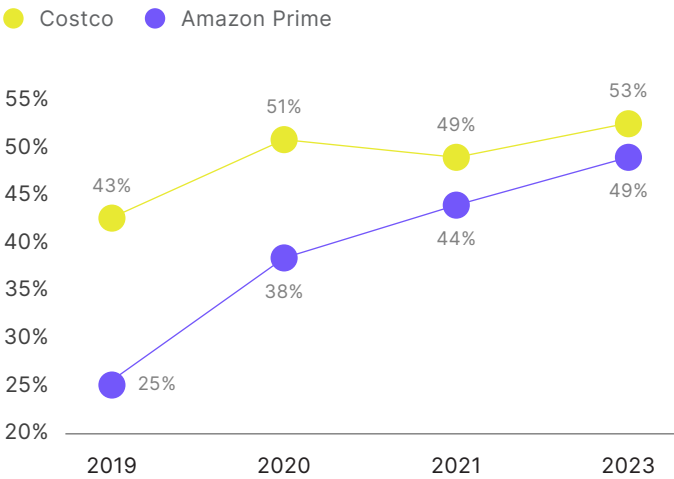
Evolution

The popularity of premium programs is undeniable. One in two Canadians is a member of Costco and Amazon Prime programs. Amazon doubled its membership since 2019, a growth linked to the COVID-19 pandemic. Contributing to its success are the great benefits offered: free delivery, access to music and videos, and much more.

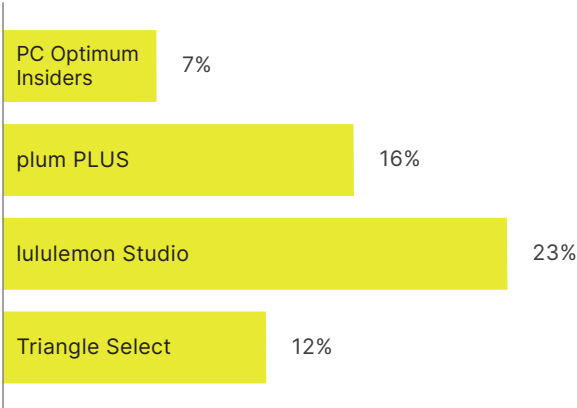
The new Triangle Select (Canadian Tire) and lululemon Studio programs are also doing well. Despite both being included in the LoyalT study for the first time, they rank higher than the PC Optimum Insider program, launched in 2019.

The performance of lululemon constitutes a pleasant surprise. Even if the fees are high (\$49 monthly subscription and the purchase of a \$1,245 mirror), this premium program attracts nearly a quarter of the retailer’s members.

Canadians who became members of Costco & Amazon Prime



Loyalty program members who have joined the proposed premium program





“lululemon is proof that with a well-developed concept, an engaged community and unique benefits, a program can expect considerable revenues”

– Hans Laroche, Adviso/R3

As far as Triangle Select goes, no doubt that its good performance is related to the improved perceived generosity. While the basic program (Triangle Rewards) is not so generous, its premium component distinguishes itself by its great benefits.

Significant impact

Although the impact of credit cards results were significant (see section 03), those of the premium programs are even more impressive.

Increases of

31%

on the program's LoyalT Score

27%

on the program's Behaviour index

Members of premium programs also perceive them as being more generous, even if they have to pay a monthly or annual fees to join them.

77%

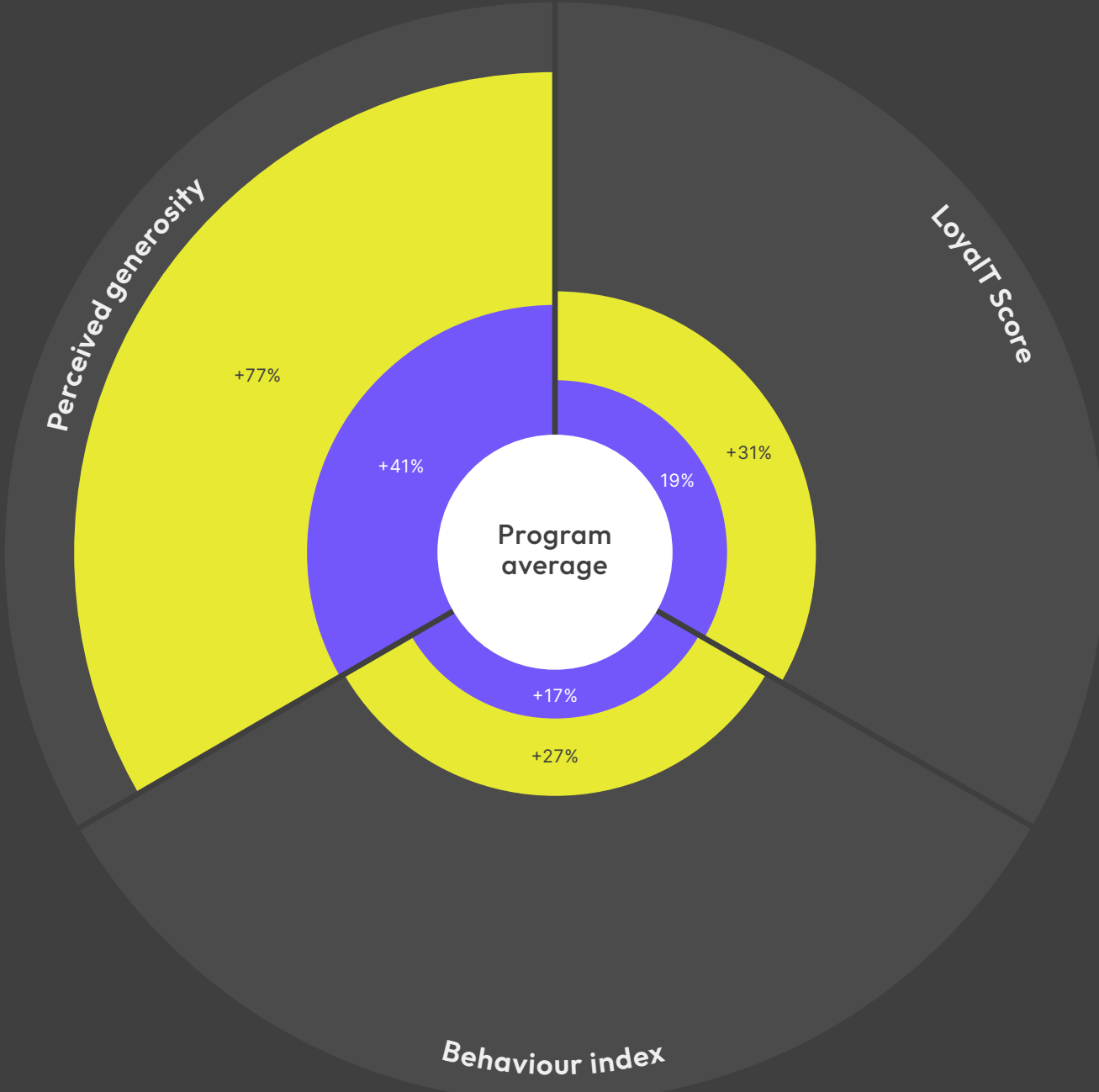
Increased perceived generosity of the program

This increase strictly takes into account how a member who signed up to a premium program rates it.

If you only considered their premium or credit card components, many programs would score better in the LoyalT study. Some programs would be in the top 10 and could even lead our 2023 ranking.

Impact of co-branded credit cards and premium components on a program performance

● Co-branded credit cards ● Premium component



Premium program members vs. basic program members

Section 05

2023 Top Loyalty Programs



Best LoyalT scores

2023 ranking

1 **123.45**
Proxi Extra
Harnois Énergies

2 **122.02**
Chipotle Rewards
Chipotle

3 **114.78**
Cuddle Club
Mondou

4 **114.01**
PC Optimum
Loblaws Companies

5 **113.34**
Inspire
SAQ

6 **112.96**
Starbucks Rewards
Starbucks

7 **109.66**
Domino's Rewards
Domino's Pizza

8 **106.67**
Walmart Rewards
Walmart

9 **106.42**
Journie Rewards
Ultramar

10 **105.75**
Irving AIR MILES
Irving (Atlantic Canada)

The average LoyalT score for all programs is 95.4

Well-established players

All 2023 top programs have been on the leaderboard for at least two years. Loblaws and Starbucks have been in the rankings for five years, since the launch of LoyalT in 2017.

The continuing presence of some companies tells us that they consider their program at the very heart of their activities. They perceive the program as a real investment instead of a cost center. This vision improves the performance of the top programs, **thus increasing the polarization of the loyalty industry**. While the best programs are optimizing their program, some will never rank in the top 10, or even in the top 20.

Every detail is important when you want to create a successful customer experience. Today, top-performing programs use A/B testing, optimize their mobile experience, try new features, improve their email marketing strategies and increasingly customize offers and contents.

Small businesses, big love

By their ranking in the study, Proxi Extra (Harnois Énergies) and Cuddle Club (Mondou) prove that consumer loyalty is no longer reserved for large corporations. Small companies or those that occupy a particular niche also have a chance to create a successful program. Because they are often “love brands,” they can count on their members’ attachment to change behaviors.

“Emotion is not an equation. You cannot buy it with points”

- Simon Éthier, Adviso

⁵ The Société des alcools du Québec (SAQ) is a government corporation whose mandate is to sell alcoholic beverages.

RANKING BY LOYALT INDICES



Behaviour

1

**Proxi Extra
Harnois Énergies**

2

**Chipotle Rewards
Chipotle**

3

**Domino’s Rewards
Domino’s Pizza**



Engagement

1

**Inspire
SAQ⁵**

2

**Cuddle Club
Mondou**

3

**PC Optimum
Loblaws Companies**



Attachment

1

**Chipotle Rewards
Chipotle**

2

**Proxi Extra
Harnois Énergies**

3

**lululemon Membership
lululemon**

Proxi Extra

Despite being of modest size (75+ location mostly in Quebec), Proxi Extra convenience stores are at the top of the list. It also stands out in the key indices of **attachment** and behaviour, as well in the new communication score. Harnois Énergies was able to preserve its family, regional and community personality while evolving towards loyalty best practices and customer experience. The company put together a team of data analytics experts that focuses on customizing offers, contents and emails.



Attachment Index

This index is the member attachment to a program.

Cuddle Club

With nearly 80 stores, Mondou managed to reach third place in addition to standing out in the **Engagement Index**. In terms of member satisfaction, Cuddle Club program ranks first in Canada. It is noteworthy that Cuddle Club distinguishes itself while the competition among the programs in its category is strong.



Engagement Index

This index measures how often members consult a program's communication, show their card or mobile app when purchasing and redeemed rewards in the last 12 months.

NEW



Communications score

Newly introduced this year, the communication score includes the following four variables: frequency of communications, consulting program offers on a regular basis, high assessment of content, and high level of personalized contents and offers.

The best programs on this score are:

1

**Proxi Extra
Harnois Énergies**

2

**Chipotle Rewards
Chipotle**

3

**Inspire
SAQ**

4

**Explore+
SAIL**

5

**My V.I.PENN Rewards
Penningtons**



Quebec and English Canada are not similar

If we exclude the 4,000 Quebec respondents, the ranking shows some interesting variations.

LoyalT Score in English Canada

1	Chipotle Rewards Chipotle	122
2	Starbucks Rewards Starbucks	116
3	PC Optimum Loblaws Companies	114
4	Walmart Rewards Walmart	110
5	Domino's Rewards Domino's Pizza	110
6	PC Optimum Shoppers Drug Mart	107
7	Irving AIR MILES Irving (Atlantic Canada)	106
8	Beauty Insider Sephora	104
9	MyMcDonald's Rewards McDonald's	103
10	Journie Rewards Ultramar	102

Already in the overall ranking, Starbucks Rewards moves to the number two position, just behind Chipotle Rewards and ahead of PC Optimum.

Walmart Rewards is going up four ranks and is now in fourth place. This new position highlights Walmart's retail concept as a discount retailer, which is particularly important in this inflationary period.

PC Optimum also has one of its banners performing very well: Shoppers Drug Mart is in sixth place. According to our experts, the high performance of the PC Optimum program and its banners is explained by the fact that in English Canada, the premium program and credit cards are more popular than in Quebec.

Beauty Insider (Sephora) and MyMcDonald's Rewards are ranked 8th and 9th, respectively. The latter is relatively new, having been in operation for two years, and is constantly boosted by unique promotions.

Also recently launched, the Scene+ **coalition program** ranks 16th in English Canada, while it ranks 25th in the overall ranking. However, Scene+ is ranked lower than its competitor Air Miles (12th) while it is ranked higher when respondents from Quebec are included.



Coalition program

A coalition program groups different banners from multiple sectors that have no connection with the program sponsor.





Missing business sectors


There is no leading business sector in the various LoyalT rankings.

While the high frequency of shopping visit can potentially improve some programs' performance, especially in the food and gasoline sectors, the presence of Mondou, Chipotle, Domino's, SAQ and lululemon proves that frequency is not the only factor in a program's success.

In any case, we can observe some missing business sectors.

 **Fashion retailers:** Despite the number of retailers that exist in this sector, the performance of loyalty fashion programs in Canada remains weak. All LoyalT indices indicate a low score. And yet this business sector has a great potential in terms of loyalty.

 **Restaurants:** Except Chipotle (2nd), Domino's (7th) and McDonald's (13th), Canadian restaurants seem reluctant to invest in loyalty programs. This situation strongly differs with the United States where restaurant loyalty programs are widespread and offer unique benefits to their members.

 **Hardware:** RONA has left the Air Miles coalition program a while ago. Could this retailer return to loyalty with a new program or join an existing one? Our experts wonder why home renovators cannot join a loyalty program, given the high cost of renovation projects.

In closing, it is important to emphasize that the quality of a program depends on its strategy and its development. **The industry sector to which a company belongs to has limited influence.**

1

Examine member's attachment to your program and compare it to your competitors. Use this emotional connection: interact with your members by creating unique content and explain the added value of your brand.

2

To maintain your program's purpose, aim for the highest performance possible. Once your best practices are well established, focus on optimizing the program operations, communications and global customer experience.

Section 06

Key Statistics



Snapshot of Canadian members

Slight majority of women

Since the creation of the LoyalT study, the number of women having and using programs is slightly higher than the number of men. In 2023, this difference is 7%. This is partly explained by women being more often in charge of household purchases than men.



Young people aged between 18 and 34

Contrary to preconceived ideas in marketing, millennials are quite interested by loyalty programs. This year, they are the group with the highest program membership (15.80), followed by adults aged 35 to 54 (15.55).

Wealthy Canadians

Many falsely believe that loyalty programs attract the less fortunate group of our society, looking for savings. LoyalT shows that programs are actually popular with wealthy Canadians (\$100,000+ annual income). On average, they have 26% more programs and use them 28% more frequently than those with an annual income of less than \$60,000. These statistics are consistent with the findings about credit cards (see section 02).



Digital and mobility

Slowly but surely, digital and mobility are gaining ground in the loyalty world. While the majority of Canadians continue to prefer using a traditional physical card, it is interesting to note that people prefer using their mobile phone to consult a program's offers and communications.

Digital cards increasingly popular

Although most of the members (43%) still use a physical card in 2023, **the gap between a physical card and its digital form is narrowing.** Compared to 2021, the physical card has decreased by two percentage points, while the digital card has increased by six percentage points.

When developing a program, choosing between a physical card or a digital card should not be based solely on the Canadian average trends. An effective program should have knowledge of whom its customers are and adapt to them to offer the appropriate loyalty identification device.

Unsurprisingly, age is a key factor in the card type preference. Young people prefer digital cards, while older people prefer physical cards.

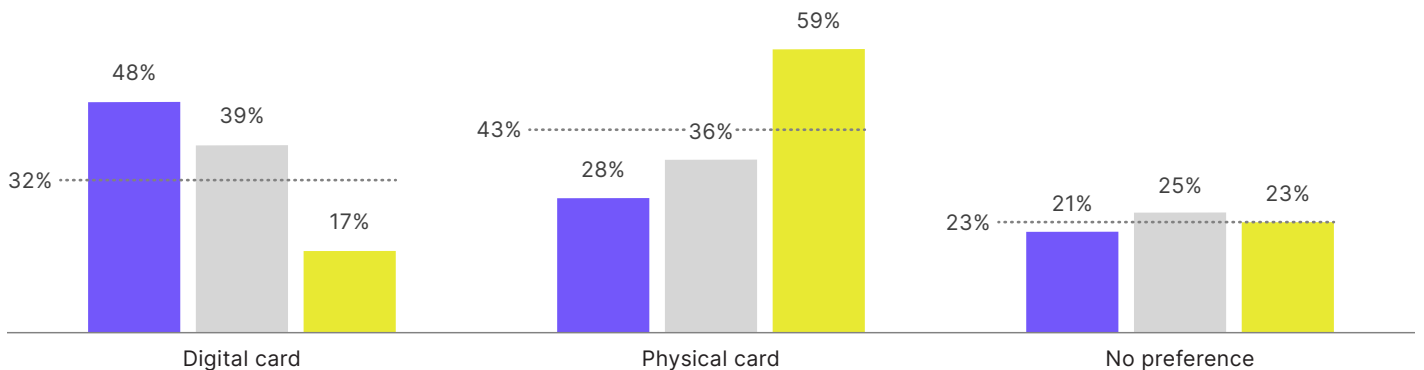
In some business sectors like drugstores, gas stations and supermarket, it is often necessary to offer both options because of the diversity of clientele.

Evolution mobile phones usage

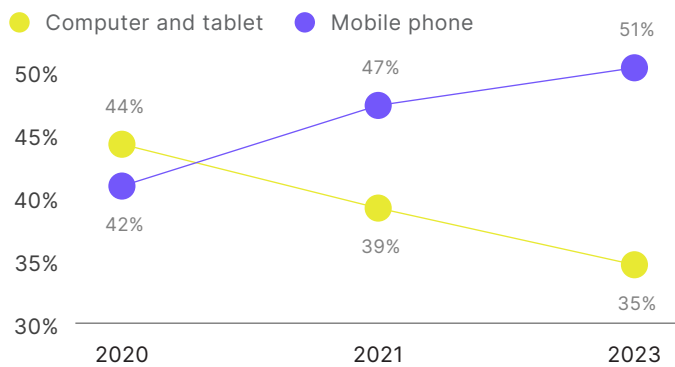
Loyalty programs are increasingly used among members through their mobile phone. One in two Canadians say they consult their loyalty programs on their mobile device. **The popularity of mobile has increased by 20% since 2020.**

Preferred tool according to age

● 18-34 ● 35-54 ● 55+ Average 2023



Preferred method to consult a program's communications and offers



“Although nobody is surprised by these results, not many companies have implemented a consistent digital strategy. When we first look at our clients’ Google Analytics, it does not reflect the habits of Canadians yet.”

– Simon Éthier, Adviso

Some industries are more mobile friendly than others. It is the case for (in order of importance):

- 1 Restaurants
- 2 Specialty food
- 3 Fashion and beauty
- 4 Gas stations and convenience stores



In the gas stations and convenience store sectors, mobile applications are the main contributors to the performance of loyalty programs. Well-designed programs features, such as fast checkout, access to rewards and discount coupons, location of the gas stations, all improve the customer experience and therefore the LoyalT score of these programs.

As with the preferred loyalty tool, member’s age plays a significant role in mobile usage. For MyMcDonald’s Rewards and Garage/Dynamite Studio, both targeting younger audiences, **mobile usage rises to 75% and 82%, respectively.**

Close to the point of purchase

Finally, our experts point out the interesting features of the cell phone: compared to a computer or a tablet, which are generally used at home, a mobile phone can be used anywhere.

“There can be several consumers in a store browsing on their phone to find discount coupons, deals or simply downloading their offer of the week. Hence they are doing this close to purchasing.”

– Paul Lafortune, Adviso/R3

Gamification

Gamification activities are borrowed from the video games industry and adapt perfectly to loyalty strategies. Not only do they share similarities to reward systems, but they also create a strong engagement with users. These types of initiatives are often used to gather important data from members.

More popular among the young people, gamification is also appreciated by 35-54 year olds.

Participate “very often” or “often” in gamification activities:

18•34 59%

35•54 50%

55+ 31%

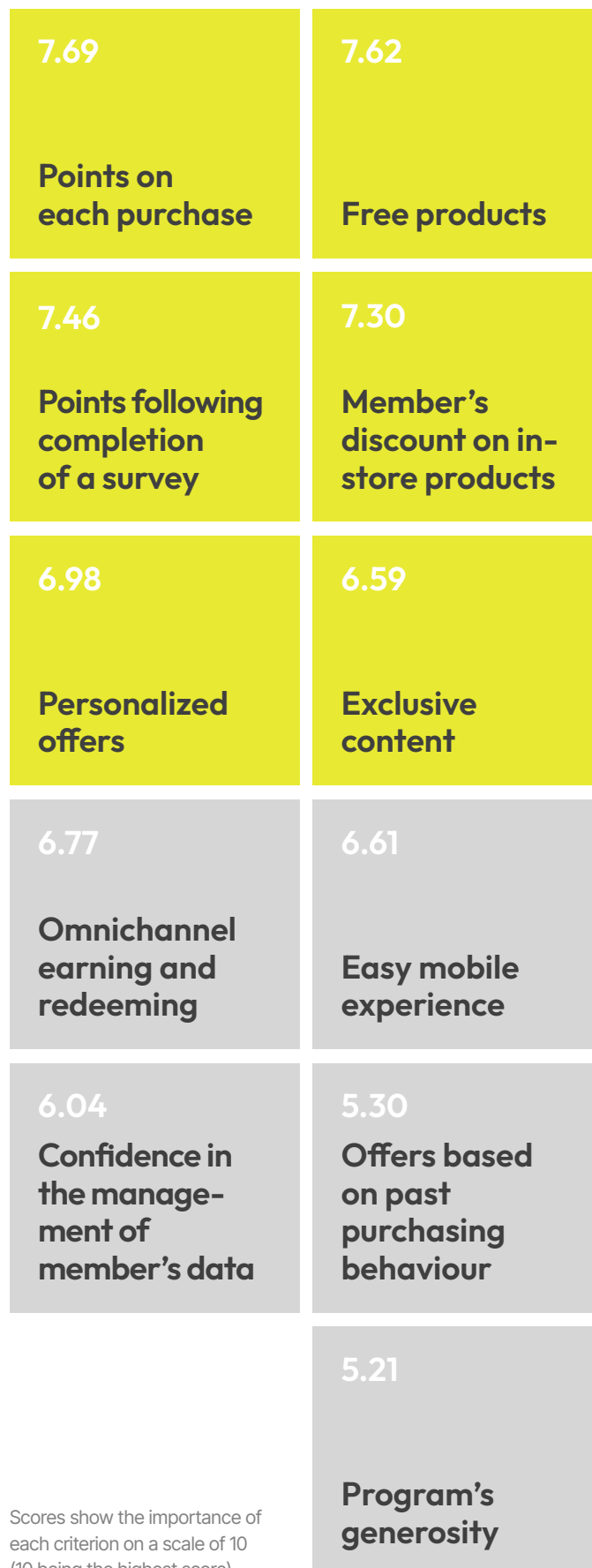
Preferred benefits by members

When asked about what benefits or rewards they prefer, Canadian program members have not changed their mind over the years: **points on transactions and free products remain essential.**

Points for answering a survey ranks as the 3rd most popular benefit. Few companies undertake surveys AND give points to their loyalty program members. According to our study, those members would be happy to complete a survey while earning rewards, especially since they do not have to purchase anything to be rewarded. Still the collected information can be priceless for a program's operator and helps to understand preferences furthermore.

This year, member discounts on in-store products have drawn much attention. While inflation was particularly raging in the food industry, some Canadians were curious to see that Scene+, Moi or PC Optimum program members had access to discounted prices as part of a program's benefit. **"This should not surprise us: this strategy has been used for more than 30 years in the United States and Europe!"** says our expert, Paul Lafortune. This controversy hasn't slowed the demand: the LoyalT study confirms that this is a benefit members want to obtain dearly.

In this age of personalization, exclusive and customized content is also seen as an attractive benefit in a program, even if it is a non-monetary one. Their highly perceived value by members show that today, a good program goes beyond rewards on spending.



Scores show the importance of each criterion on a scale of 10 (10 being the highest score)

● Features
● Benefits or rewards



The customer experience with the program is just as important as the benefits or the rewards. **Enjoying a seamless omnichannel experience on mobile devices is critical to Canadians.** These results are also in line with a recent study conducted with UK consumers⁶.

Specifically, a well-designed omnichannel experience allows members to:

- Earn and redeem points both in store and online
- Get consistent customer service
- Enjoy an identical user experience on multiple platforms

Finally, LoyalT brings us back to two important concepts highlighted in the 2021 study: program customization and perceived generosity. As a reminder, the last edition revealed that content customization has a correlation score as high as the one for perceived generosity, regarding its ability to modify the purchasing behaviour of members (increased purchases and increased average annual share-of-wallet). The 2023 edition shows that these two criteria are still important, as they remain in the top five benefits Canadians want from a loyalty program.

⁶ Retail Week & American Express, *Lessons in Loyalty*, June 2023, <https://www.retail-week.com/customer/three-charts-revealing-uk-consumers-biggest-retail-loyalty-drivers/7044627.article> (accessed on October 12, 2023)

1

Gain knowledge of members of your program. Statistics from the LoyalT study provide a comprehensive snapshot of loyalty in Canada, but they do not necessarily apply to your business. Understanding your customer segments will help you decide which devices, platforms, features and benefits to include in your own program.

2

Develop a smooth, omnichannel experience. Your loyalty program should not require a user guide! Features and customer service of the program should also be consistent whether in-store or online.

Conclusion

Is your program among the 7 used by Canadians?

The use of loyalty programs is becoming more selective, and only the most successful will remain relevant, or even be used.

Canadians may have room for 14 programs in their wallet, but they only use 7 in reality.

Knowing that **one in two members increases their number of visits and concentrate purchases**, companies should make every effort to put a program in place, especially as we are approaching the end of the cookies as we know it.

“Only brands who consider loyalty as a business strategy and not only as a marketing operation will gain from economic benefits, and only the best programs will remain relevant and profitable.”

- Elizabeth Henry, Adviso

The best Canadian programs are becoming increasingly hard to replace at the top of the LoyalT ranking. They use best practices and are now optimizing their program.

There is no way around it: if you want to be in the top seven programs in Canadians' wallet, you need to put in place an **outstanding program**.

Get a Customized LoyalT Report

The LoyalT study goes beyond these results. It gives you the opportunity to answer many managerial questions!

Companies that already have a program

Does your loyalty program perform well?

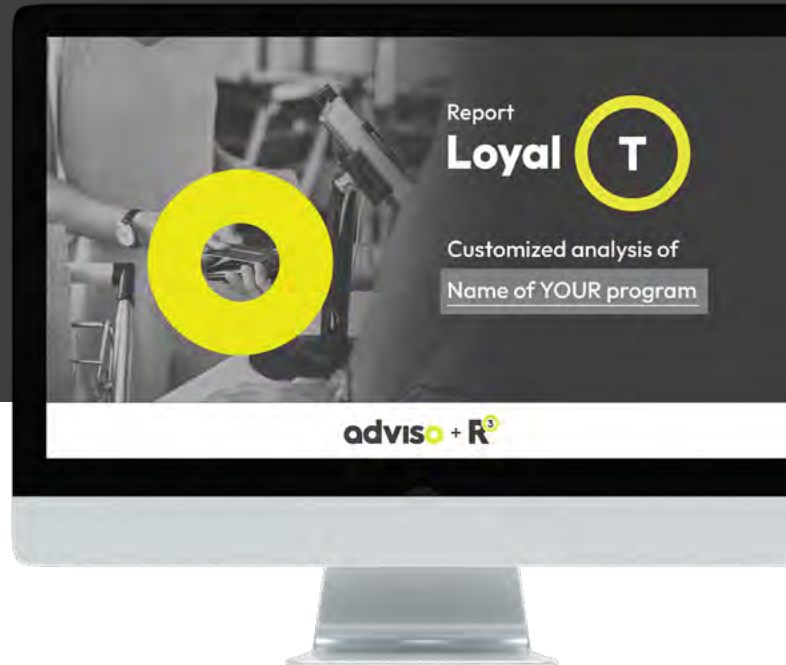
How does it compare to your competitors and to your industry?

What could be some suggested improvements?

Companies that intend to launch a program or wish to evaluate their strategy

How do your competitors' programs perform?

What are the best practices in your industry?



14 ways to reward members

20 performance indicators

6 years of cumulative analysis⁷

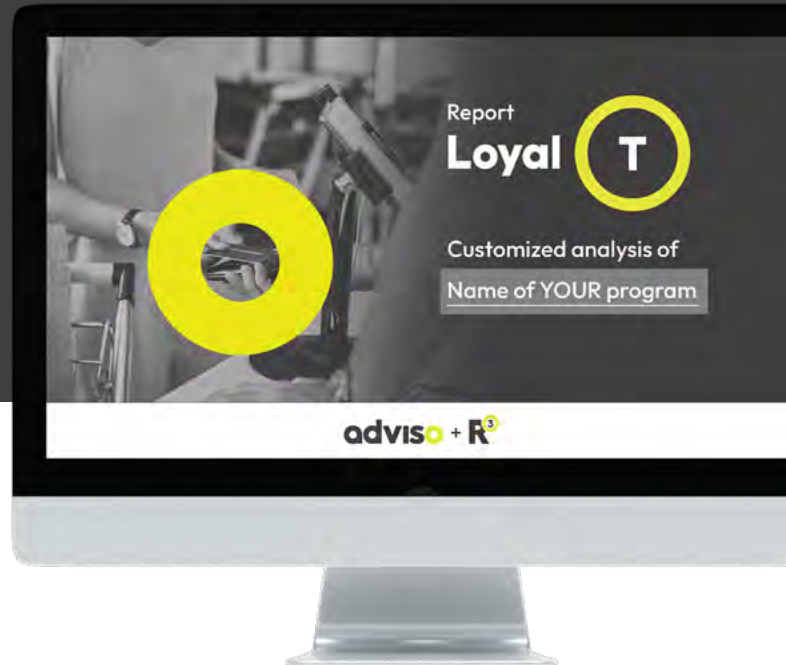
Comparisons:

- with competitors
- Within a business sector
- with the top 10 loyalty programs of 2023






A presentation and customized recommendations

⁷ Some measures only. May vary depending on the program.

Get a Customized LoyalT Report



You can also learn about:

-  Your program's performance in terms of content relevance, offers and perceived generosity
-  Your program's ability to increase purchase frequency and average spent
-  The degree of member attachment to your program compared to other programs
-  Your members' engagement level
-  Your program's strengths and weaknesses, as well as suggestions for improvement made by R3 + Adviso experts



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Find and leverage what really matters.



R3 is a consulting firm specializing in loyalty and relationship marketing. Created by Paul Lafortune and Hans Laroche, who combine more than 60 years of experience R3 focus is on the following areas of expertise: development of new programs, optimization of existing programs and return on investment evaluation. In recent years, R3 supported many Canadian companies such as SAQ, Metro, Cora, McKesson, Uniprix, Reitmans, Loto-Québec, BMR and the Royal Canadian Mint.

r3marketing.ca



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