

BEYOND THE LIMITS OF TRADITIONAL LOYALTY



Overview

- Loyalty as Strategy – Not a Tactic
 - Model disciplines from premium positioning to deep discounting
- Attention Has Shifted
 - Loyalty communication beyond owned channels including social and behavior
- Payments Now Influence Preference
 - Banking platforms are shaping purchase decisions – with or without your loyalty program





The "Member Since" Experiment



AMERICAN EXPRESS – LOYALTY WITHOUT DISCOUNTING



Discount Model	Identity Model
Cashback	Status
Coupons	Privilege
Price Cuts	Access
Switching	Belonging





Engagement Over Discounts

– The Spotify Effect





Listening

SPOTIFY WRAPPED



- 11% Annual Increase in Active Users
- 38M Users Added in a Quarter
- Growth not created with Discounting

Spotify Technology SA
NYSE: SPOT

458.34 USD

+26.35 (6.10%) ↑ past 5 days

Closed: Feb 13, 7:56 PM EST • [Disclaimer](#)

After hours 457.18 -1.16 (0.25%)





From Discounts to Habit – The Luckin Model



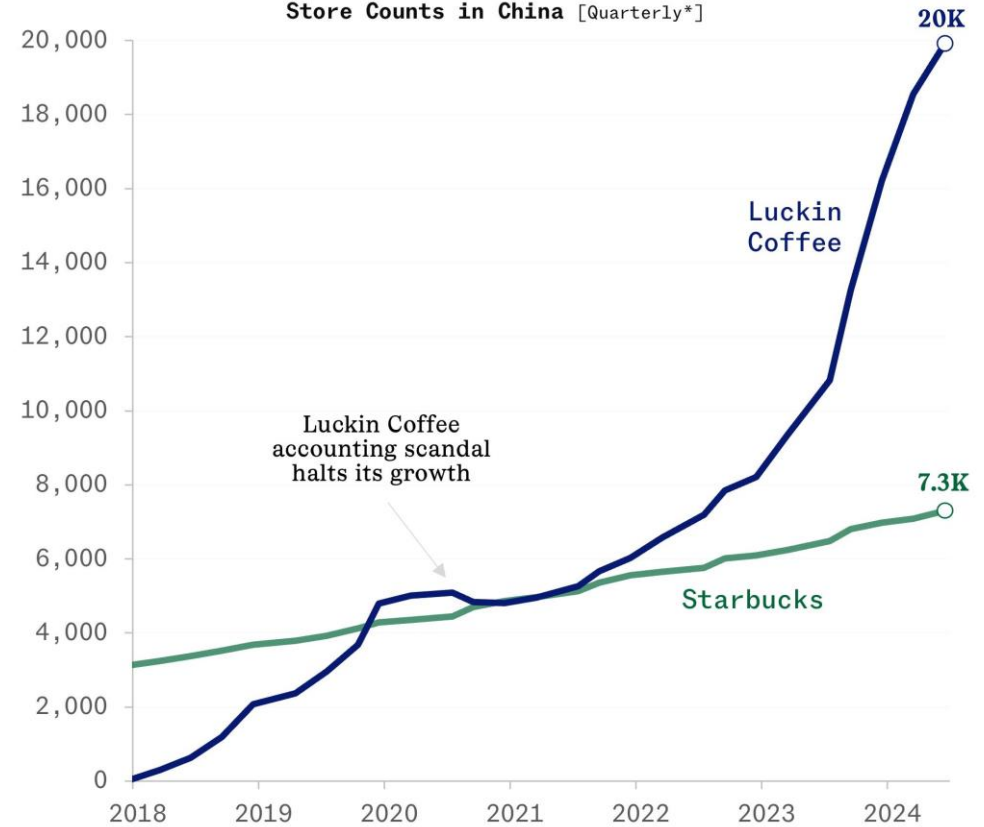


REDEFINING LOYALTY: WHEN INNOVATION BEATS THE GIANT!



Starbucks Vs. Luckin In China

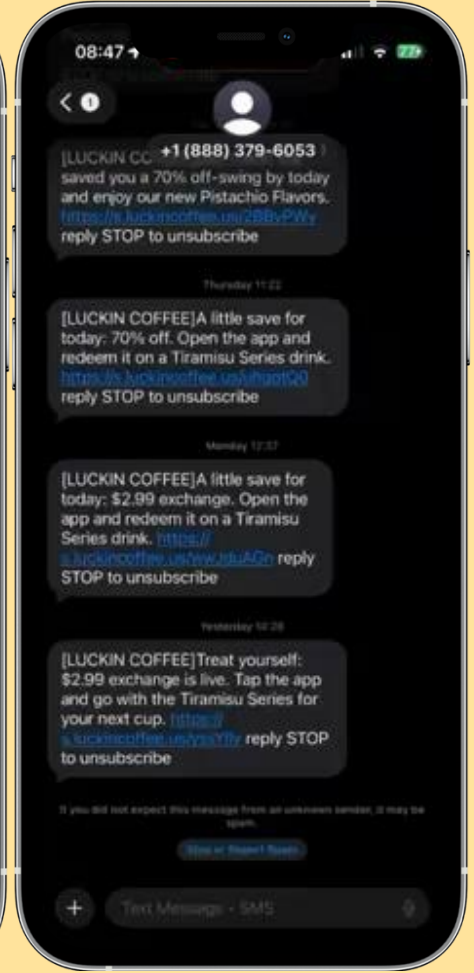
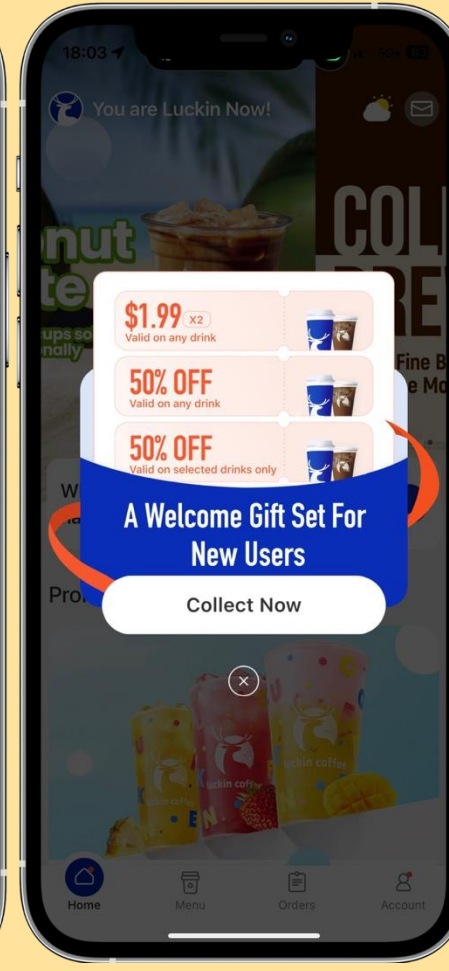
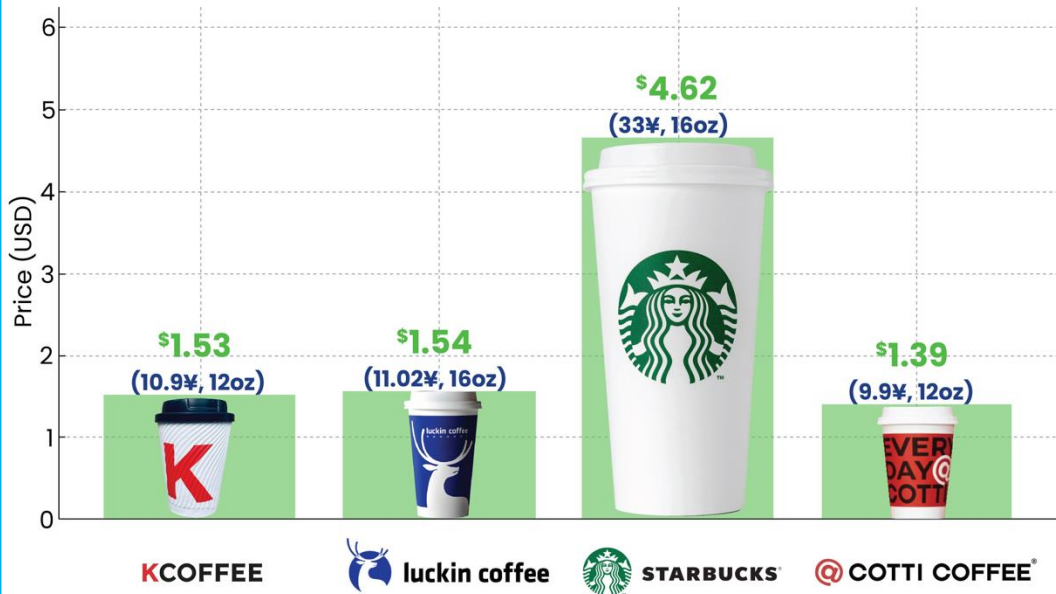
Store Counts in China [Quarterly*]



Source: Company Filings | *Starbucks quarters shifted by one to align more closely with calendar year-end

CHART

Latte Prices In Major Chinese Stores (USD Equivalent)





Average Daily Price Differential vs Direct Competitors Over Past 12-Weeks

Top Convenience Store Brands

Brand	12 Week Avg	11/22/2025	11/29/2025	12/6/2025	12/13/2025	12/20/2025	12/27/2025	1/3/2026	1/10/2026	1/17/2026	1/24/2026	1/31/2026	2/7/2026
7-Eleven	-2.833	0.15	-3.55	-4.17	-3.79	-2.13	-4.22	-3.00	-3.67	-2.40	-1.95	-2.16	-3.10
Maverik	-2.823	-2.78	-3.87	-3.70	-3.22	-3.46	-2.82	-2.78	-2.48	-1.80	-2.30	-2.97	-1.69
Racetrac	-2.329	0.95	-1.71	-3.16	-4.69	-0.91	-4.76	-3.18	-2.18	-2.52	-0.08	-2.89	-2.82
QuikTrip	-2.103	0.64	-3.21	-4.43	-2.80	-1.95	-3.69	-2.96	-0.98	-1.06	-1.14	-2.12	-1.54
Caseys	-1.514	-0.98	-2.54	-2.38	-2.65	-2.64	-2.94	-1.24	-1.23	0.32	0.25	-1.44	-0.70
Circle K	-1.447	-0.95	-3.29	-2.12	-2.38	-2.49	-2.24	-0.88	-1.61	-0.55	0.95	-1.63	-0.17
Speedway	-0.915	-0.06	-2.79	-1.09	-0.63	-2.12	-0.35	-1.82	-0.18	0.68	-0.04	-1.94	-0.64
Kwik Trip	0.364	-0.41	-1.03	-1.11	-0.98	-0.40	-1.14	-0.01	3.92	0.71	3.15	-0.46	2.13
Wawa	0.468	4.14	3.13	0.17	-2.58	-1.41	-1.67	-0.06	-0.84	1.31	1.49	1.50	0.43
Sheetz	2.303	0.39	0.13	1.43	1.60	0.80	2.41	0.31	4.27	3.94	3.91	2.98	5.46

Top Big Box Brands

Brand	12 Week Avg	11/22/2025	11/29/2025	12/6/2025	12/13/2025	12/20/2025	12/27/2025	1/3/2026	1/10/2026	1/17/2026	1/24/2026	1/31/2026	2/7/2026
Costco	-35.19	-33.51	-33.35	-34.41	-35.27	-37.42	-37.88	-37.82	-37.83	-36.55	-35.37	-31.48	-31.43
BJ's	-27.08	-26.61	-24.75	-25.54	-24.80	-27.42	-28.10	-28.83	-27.62	-30.49	-28.85	-27.49	-24.45
Sams Club	-26.84	-25.08	-23.99	-25.56	-26.71	-28.15	-27.94	-27.99	-28.31	-28.69	-28.52	-25.36	-25.80
Safeway	-20.20	-18.91	-19.24	-19.10	-19.61	-20.76	-21.80	-22.45	-22.11	-21.23	-19.19	-19.22	-18.75
Walmart	-18.82	-18.87	-18.67	-19.89	-20.29	-19.60	-17.85	-20.10	-19.29	-19.38	-17.85	-16.38	-17.66
Buc-ees	-18.74	-15.57	-17.24	-19.82	-20.89	-21.15	-19.97	-18.34	-20.40	-18.67	-18.46	-18.77	-15.65
H-E-B	-14.25	-12.37	-14.09	-14.43	-16.20	-12.30	-14.08	-16.48	-14.26	-16.00	-12.72	-15.21	-12.80
Kroger	-4.88	-3.07	-4.21	-5.21	-5.02	-5.37	-6.23	-5.52	-4.69	-4.50	-5.16	-5.01	-4.55
Meijer	-3.02	-1.56	-3.64	-3.26	-3.03	-4.68	-1.77	-4.03	-2.44	-1.36	-3.83	-2.61	-4.04
Frys	-2.46	-3.18	-2.71	-2.59	-2.67	-2.74	-2.48	-4.78	-3.33	-2.63	-2.00	-1.66	1.27

Top Traditional Brands

Brand	12 Week Avg	11/22/2025	11/29/2025	12/6/2025	12/13/2025	12/20/2025	12/27/2025	1/3/2026	1/10/2026	1/17/2026	1/24/2026	1/31/2026	2/7/2026
Chevron	16.63	15.29	16.44	15.91	16.11	16.08	17.57	17.2	16.88	16.71	16.74	17.48	17.15
Shell	6.98	6.53	6.77	6.77	6.8	6.71	7.33	7.11	7.08	7.16	7	7.35	7.15
Mobil	4.49	4.35	4.49	4.55	4.58	4.8	4.64	4.6	4.45	4.51	4.39	4.45	4.11
Exxon	3.44	3.23	3.44	3.46	3.57	3.6	3.76	3.59	3.57	3.17	3.22	3.28	3.36
BP	2.54	2.42	2.81	2.67	2.8	2.78	2.97	2.64	2.39	2.22	1.96	2.42	2.35
Sunoco	1.50	1.42	2.3	1.7	1.8	2.03	1.41	1.81	1.24	0.96	1.02	1.35	0.99
Phillips 66	0.57	0.6	1.14	0.83	0.87	0.62	0.93	0.64	0.44	-0.02	0.14	0.63	-0.02
Valero	0.13	-0.44	0.19	0.35	0.67	0.12	0.22	0.67	-0.09	0.06	-0.1	0.18	-0.32
Marathon	-0.07	-0.18	0.75	-0.02	0.08	0.44	0.23	0.03	-0.22	-0.66	-0.71	-0.05	-0.53
CITGO	-0.56	-1.38	-0.13	-0.08	-0.2	0.07	0.05	-0.51	-0.36	-1.16	-1.41	-0.78	-0.83



We call ourselves customer
centric. But we market where
we're comfortable.



TRADITIONAL METHODS STILL MATTER – BUT WHAT’S NEXT?



Traditional

Push

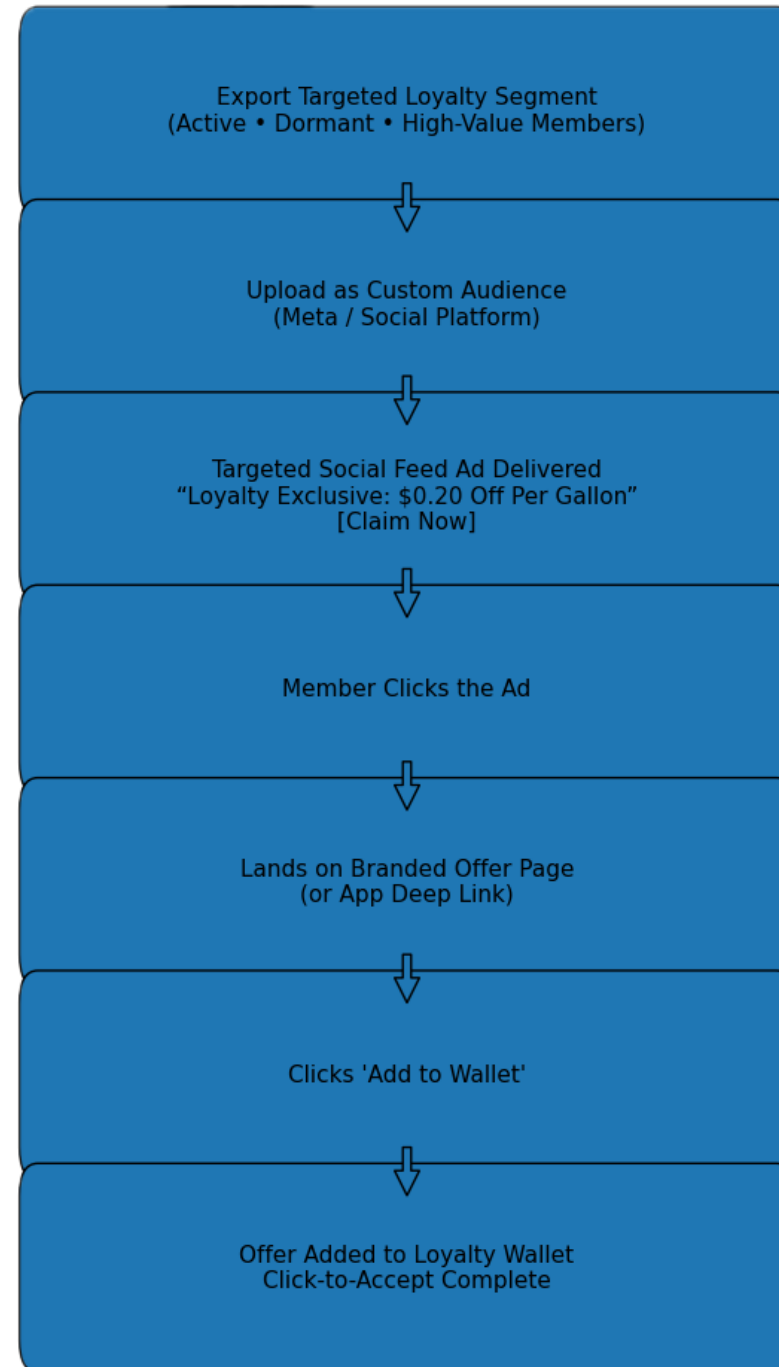
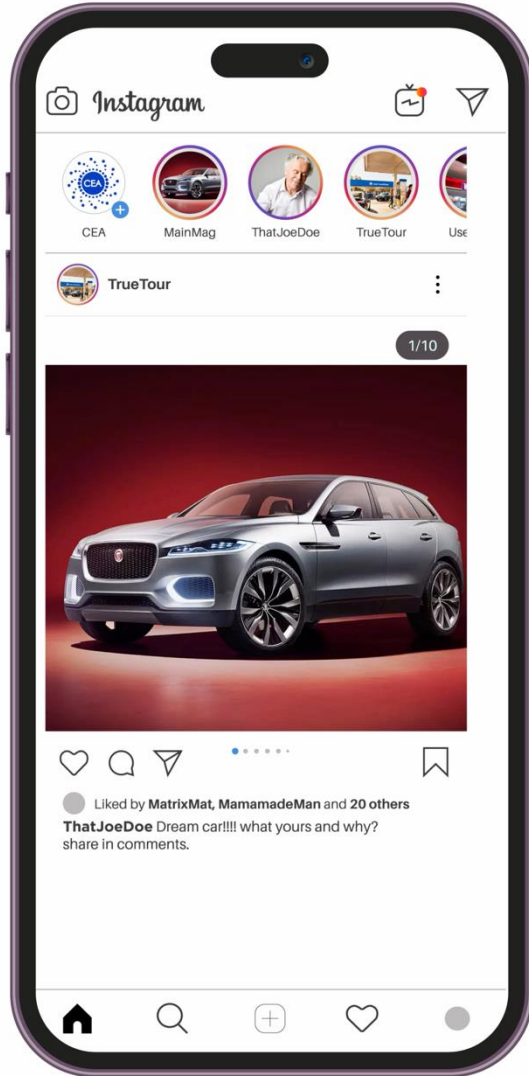
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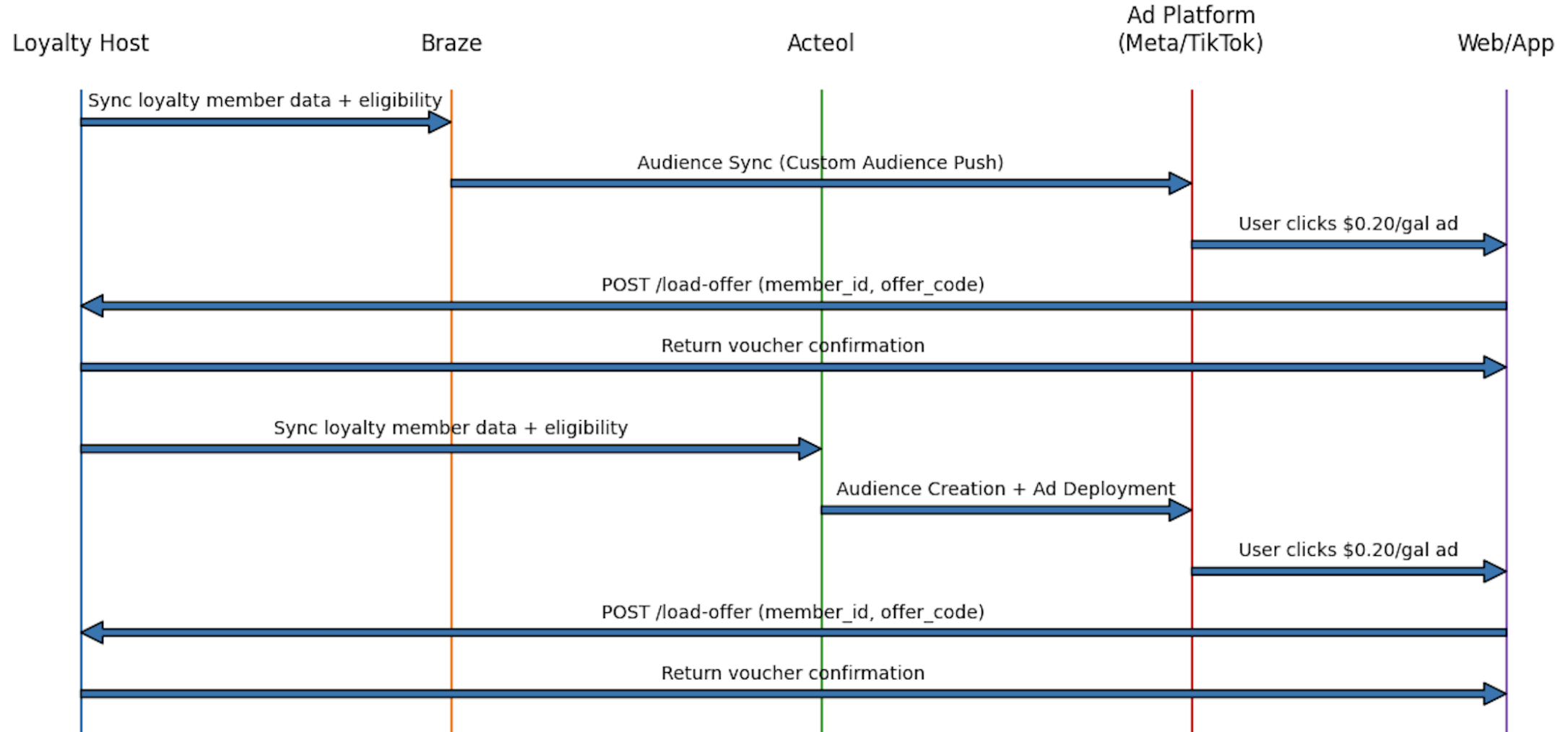


SOCIAL MESSAGING





Technical Sequence Diagram Targeted Social Click-to-Load (Braze vs Acteol)





Are You Only Talking To People Who Already Like You?



VELOCITY TARGET ALL: PAYMENT AS LOYALTY



Metric	Result
Total Incremental Revenue	\$50,054
Net Deli Revenue (After Costs)	\$9,727.69
Total Promotion Cost	\$1,907.60
ROI on Deli Spend	510%
Total Redeeming Customers	1,091

Segment	Promos	Redeem Cust.	Redeem Rate	Incr. Deli Spend	Incr. Deli Rev.	Promo Cost	Net Rev.	ROI	Total Incr. Rev.
A2	2	474	3.6%	\$5.51	\$7,835	\$550	\$7,285	1,324%	\$33,303
A3	2	432	12.4%	\$2.32	\$3,007	\$472	\$2,535	537%	\$15,034
B1	3	118	5.8%	\$1.52	\$538	\$534	\$4	1%	\$1,926
B2	2	67	6.7%	\$1.27	\$255	\$351	-\$96	-27%	-\$209
TOTAL	5	1,091	7.13%	\$2.66	\$11,635	\$1,908	\$9,728	510%	\$50,054



“When the conversation begins inside a payment platform, is your brand present, or invisible?”



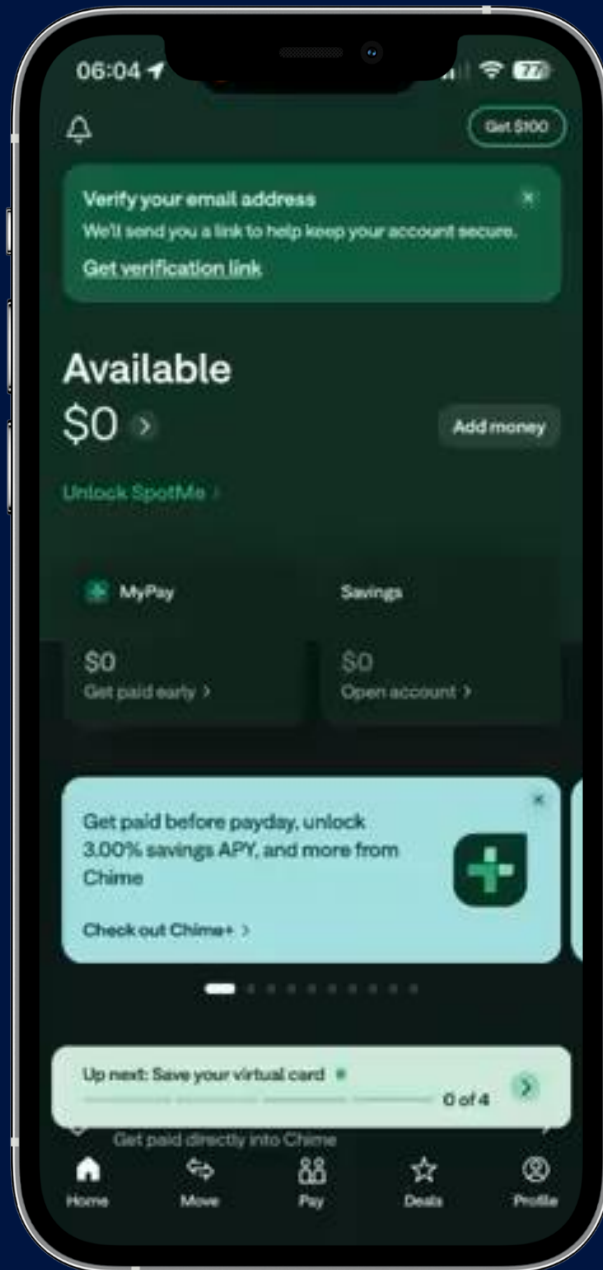


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JAMIE DIMON SPEAKS IN DAVOS, SWITZERLAND

JPMorgan Chase CEO delivers remarks at the World Economic Forum

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Key Takeaways

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 - Model disciplines from premium positioning to deep discounting
- Attention Has Shifted
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- Payments Now Influence Preference
 - Banking platforms are shaping purchase decisions – with or without your loyalty program



Thank You

