December 2023

Sleighing It!
UK Grocery at Christmas

UNCROWD

Results

Overview

- Measuring 82 different parts of the grocery store experience.
- Margins of victory are tight, there isn't a bad grocer here.
- Tesco and Sainsburys are always going to do well right across all of those, they can succeed without really shining.

When you look at Christmas food shopping as the every-person trying to put on a decent family spread with some treats but without blowing the budget; Morrisons wins Christmas because it's doing the more important things better.

PRICE ALWAYS MATTERS

The data shows ALDI dominating price; for the many struggling this Christmas, Aldi deals will have been the difference between something and nothing at all.

Shopping for a big family Christmas spread without breaking the bank?

Your grocer must get these things right:

1. Plenty of seasonal promotions
2. Great looking fruit and veg, meat and cheese
3. Fair prices all-round
4. Inspiration on meals, treats and snacks
5. Lots of choice

Morrisons wins with a score of 745/1000 (82 variables)

Tale of the Christmas Table (MAX = 1000)

1.	Morrisons	745
2.	M&S	733
3.	Sainsbury's	731
4.	Waitrose	729
5.	TESCO	725
6.	ASDA	720
7.	ALDI	761
8.	LIDL	722

More cash in your pocket, hunting extra treats to make Christmas extra special?

Now your grocer must do these things brilliantly:

1. Store needs to look and feel premium
2. With offers on posh nosh to tempt
3. Lots of discovery and inspiration
4. Great stock levels on premium
5. Easy to get in and out fast

M&S wins with a score of 844/1000 (82 variables)

Festive Eight (MAX = 1000):

1.	M&S	844
2.	Morrisons	713
3.	Waitrose	701
4.	TESCO	680
5.	Sainsbury's	679
6.	ASDA	575
7.	ALDI	522
8.	LIDL	465

Executive Summary

Headlines

Morrisons wins the big family Christmas Shop customer story – they delivered this year's best experience for loading up on Christmas goodies and all the seasonal trimmings.

Whereas M&S dominate in the top-up festive treats: you fancy one more juniper and bacon gin glazed ham? Why not!

Lidl are a bust; beaten on price by ALDI, lacklustre almost everywhere else. ALDI indeed win the honour of cheapest Christmas Supermarket across almost all aspects of price.

ASDA show progress on price but well beaten by Morrisons across the fun Christmas elements of inspiration, novelty, discovery that help higher-margin options stand out.

Waitrose as ever have your exotic items but have struggled to even get close to M&S on putting premium options into an attractive 'buy me' setting.

Nectar narrowly outscores Clubcard in store on benefits, volume of offers, clarity of the program, and on opportunities to earn extra points. Sainsbury's have also delivered a very strong game across pricing in most areas.

The best experience in general, by the way they orient the customer both physically and emotionally, is M&S. Supremely inspirational, brilliantly curated, and dressed for premium spending but with offers that mean almost everyone can find something for their pocket over peak season.

Tesco have the biggest estate; they have the muscle, and they haven't dropped the ball in any area. While not exciting, Tesco is objectively the easiest store to shop this Christmas, scoring the lowest levels of shopping friction.

Conclusions

1. Sainsbury's are well placed to win peak season on revenue.
2. ALDI's price advantage remains incredibly potent.
3. Tesco dominate on estate and in resisting change may have made a good call.
4. Christmas likely to have driven Nectar and Clubcard sign-ups significantly.

Predictions

- Expect surprisingly positive numbers in the post-peak performance updates from Sainsbury's, Morrisons and M&S.
- Cautious optimism from Tesco.
- Likely disappointment at Waitrose and ASDA.
- Possibly slower growth at ALDI but a backwards market-share step at Lidl.

Stats and Facts

ALDI cheapest all round

Tesco ran seasonal offers better however

Tesco also measurably the easiest to shop

Standard stores only; no Extra, Local, Metro etc

72,450 observations made

Captures took place on the 14^{th} to 19^{th} December 2023

Visits all made in secret

Introductions

Foreword by Simon Hay, former Global CEO of dunnhumby

"My career in data leads me to the simple truth that the best data is the right route to driving change and building competitive advantage. Real behaviours and observable facts always beat anecdotes and perceptions. Despite this knowledge, I find myself in supermarkets making gut-feel judgements about who is doing well and who isn't. As an unashamed data nerd, it delights me that Uncrowd's Christmas Grocery Report is driven by tens of thousands of objective bias-free empirical observations. It is full of insight - and some surprises.

Who'd have guessed that this would be the Christmas when Morrisons would nail a win? At the same time, Aldi UK leads on display standards! Good to see my old friends at Tesco proving once again that muscle, skilfully applied, can deliver a great experience for all, and I'm delighted to see Marks and Spencer have made such great strides on everything from presentation through premium to way-finding.

The strength of the Uncrowd approach is that it precisely identifies strengths, but it also highlights weaknesses too, especially relative weaknesses. That's at the heart of Uncrowd's Friction/Reward Indexing methodology – they show each retailer's position relative to all the others as everyone strives to differentiate and win key customer shopping missions. Sometimes that means what looks like a problem might be an opportunity, if nobody else has solved it. Or a perceived strength might be less so, if others are performing even better.

Above all, this report highlights a retail sector showcasing the hard work of retailers and colleagues across UK grocery this Christmas. It's a sector I always look at with pride and admiration, and with the knowledge that better data makes shopping better for all of us."

Simon Hay
December 2023

Introduction by Richard Hammond & Rocky Howard, Founders of Uncrowd

"Welcome to Sleighing It: UK Grocery at Christmas, *our analysis of the performance of eight key supermarkets. We're still in Christmas right now! This is no posthumous autopsy – this is in-the-moment insight. Happening now. We're able to reveal here which retailers have already won Christmas. We know this two months before even they do.*

Price and Choice traditionally get the attention when insight, especially feedback-based insight, attempts to explain retail performance. The old logic suggests anything experience related suffers if price is lower, and we've long made 'choice' a synonym for 'freedom'. As retailers and data nerds we felt price and choice were too simplistic explainers of the complex human motivations driving us to make our choices.

And whaddyaknow we're right: people choose one option versus another by its relative attractiveness. With a whole bunch of heuristics and biases thrown in, sure, but those can be adequately modelled.

What's been missing till Uncrowd is the ability to measure the fundamental observed reality of two competing experiences, or eight as we have here. We build a base layer of empirical observed unbiased data from more than 1100 tiny observations up into more than 80 performance variables, via hundreds of measurable signals.

That's make a comparison set onto which the human plus what they are trying to do is overlaid synthetically to create a highly accurate, and sales correlated, picture of who wins which customer stories. Including these Christmas customer stories!"

Richard Hammond & Rocky Howard
December 2023

Methodology

Observations and weightings:

Using our app CrowdAF, Uncrowd Quants swarm stores making covert guided observations.

Observations are objective, never subjective, and each observation is so tiny, more than 1100 per visit, that it is impossible to 'second guess' the thinking behind and individual observation.

Six quality control measures ensure observations are gathered accurately. These measures include geotagging, button-timing, impossible control observations and more.

Results are processed by Uncrowd's proprietary algorithms generating a statistical comparison set across eight selected grocery retailers.

Using a combination of desk-research, an expert panel and practical AI, weightings are then allocated to each observation and variable, which can be adjusted dynamically to synthesise different types of customer story.

Focus and Limitations

Uncrowd isn't capturing things like advertising spend, or marketing effectiveness attribution.

We concentrate on 'experience analytics' – what is it like to shop a given store, and how might that experience then drive subsequent preference.

Relative Attractiveness (RA)

Our metric is Relative Attractiveness: which experience is relatively more attractive than the others, and why? RA can be studied across every single observation and groups of observations such as journey phases.

Friction/Reward Indexing

In order to obtain the RA of a given experience, we observe and compare two categories of variables:

1. Frictions – anything that gets in the way
2. Rewards – anything that adds to the experience

Frictions are all those things that stand between the shopper and their goal. Rewards are everything that shopper gets back from having chosen to shop this retailer.

Stats and Facts

- Captures took place on the 14th to 19th December 2023
- 69 stores in total
- Even spread over England
- Standard stores only; no Extra, Local, Metro etc
- 72,450 observations made
- Even spread of days and times including weekend
- Visits all made in secret
- 17 Uncrowd Quants operated over the capture

Customer Stories

Describing Shopping

There are three ‘knowns’ that one can use to describe the reality of shopping one retailer versus another:

1. Mission: what is the customer trying to do
2. Mindset: what are their specific needs and mood when doing it
3. Context: anything effecting people in general – covid say, or inflation

Retail is complex, it’s rare that one retailer wins every customer story. So, we tell them all.

Our Christmas Overall story might not be a predictor of which will make highest revenue, market share is a slow-moving tanker; but it does tell you which UK grocer has won the central shopping story of Christmas.

Sainsbury’s

For revenue performance, incidentally, Sainsbury’s is our hot tip – they win the critical price-related customer story and are there or thereabouts everywhere else.

	Sainsbury’s	M&S	Morrisons
	1.Stretching the Christmas Budget	**2. Grabbing Top-up Festive Treats**	**3. Winning Christmas Overall**
			
Mission	Family main shop on a tight budget	Top-up shops	Shopping for Christmas food in general – big shop
Mindset	Positive shopper – thinks about shopping Values fresh – indexes to fresh items Likes abundance – drawn to ‘plenty’ Shop to budget – considers price highly Family focused – meals and household	Value over price – price, quality and exp Time poor – lots to do, not main focus Get it done – in and out, no messing Novelty – inspire me! Open to premium – will get treats	Value over price – price, quality and exp Get it done – in and out, no messing Values fresh – indexes to fresh items Open to premium – will get treats Family focused – meals and household
Context	Squeezed by cost of living	NA	NA

The Festive Winners!

Winner: Morrisons

Why Morrisons?

Christmas Overall

Shopping for Christmas food in general – big shop

Value over price – price, quality and exp

Get it done – in and out, no messing

Values fresh – indexes to fresh items

Open to premium – will get treats

Family focused – meals and household

Do all the important things well, don't drop the ball on anything; consistent delivery everywhere. Not always #1 but rarely bottom half. That's Morrisons this peak season.

Morrisons are relatively more attractive than any rival in these journey phases: **Previous** (what your previous experience does to drive return), **Emotional** (how the store environment sets you up to spend), **Comms** (guidance, wayfinding etc), **Discovery** (all the things that lead to finding perfect solutions to shopping questions), and **Brand** (more about architecture and delivering on brand values at this point).

They place high in five key variables: **Price Offers** (2^{nd} - 60.36), **Fresh Presentation – Produce** (2^{nd} - 46.84), **Discovery** (2^{nd} – 43.01), **Choice** (4^{th} – 80.95) and **Inspiration in Store** (1^{st} – 23.48).

Morrisons aren't the cheapest this Christmas; but on **Price Offers**, only Aldi beats them. Crucially, Morrisons are observed to be more generous than anyone else with 89% observing '20% to 50% discounts' in general, and 44% observing 'a few pounds in general'. Aldi scores 63% and 38%. Tesco by contrast is observed to mostly be 'less than 20%' discounts.

Seasonal execution, how the store looks for Christmas, ironically isn't key to winning overall but Morrisons (59.06) are #1 here ahead of Asda (57.24) and Sainsbury's (56.84). Perhaps Bradford just does Christmas spirit better?

AUTHORS' NOTE: as with Christmas Overall, we do have a question over the relative attractiveness of Morrisons versus discounters and the Big Two outside of Christmas. The rest of the year, is discovery, inspiration, great deli and fresh as attractive when cash remains tight for almost everyone?

Morrisons

Key Variables in this Customer Story
Morrisons Performance

6th	**Price Redemption** Overall	58.07
2nd	**Price Offers** Visibility, generosity, effectiveness	60.36
2nd	**Fresh Presentation - Produce** Kit, Gaps, Celebration, Live +4 more	46.84
1st	**Fresh Presentation - Meat** Kit, OOS, Celebration, Depth +3 more	71.49
1st	**Inspiration in Store** Guide, Engage, Digital, Demo	23.48
1st	**Seasonal** Execution and Coverage	59.06
5th	**Feed the Family** Options, Visibility	42.78
4th	**Promotions** Simplicity, Depth, Types	58.07
2nd	**Discovery** Context, Surfacing, Active, Expect	43.01

NOTE: percentages represent 'frequency of observation' – if all observers observed x at retailer y, then that would be a 100% score. Variable scores are out of 100.

Winner: M&S Food

Grabbing Top-up Festive Treats

Top-up shops

Value over price – price, quality and exp

Time poor – lots to do, not main focus

Get it done – in and out, no messing

Novelty – inspire me!

Open to premium – will get treats

Why M&S?

Their ever-present lead in the **Physical** and **Emotional Orientation** phases of the Customer Journey goes through the roof for this customer story. On top of which great **merchandise**, wonderful **discovery**, and incredible **Post Purchase** (all the enablers of a satisfying consumption of what's bought) elements of the customer journey shine.

These are wonderful stores, and it turns out ideal places to grab festive treats – a high margin basket too. M&S's victory versus Waitrose is worth mentioning here, M&S in relative attractiveness terms, are 24 times more attractive (M&S scores 2.90 RA versus Waitrose at 0.12 RA). That's HUGE.

M&S dominate five of six critical variables: **Discovery** (1st – 46.01), **OOS Grocery** (1st – 85.71), **Curation** (1st – 46.01), **Inspiration** (2nd – 22.77), **Layout** (2nd – 88.25), and fall back only in **Promotions** (5th – 56.55).

No other comes close on **Premium Availability** (1st – 82.95) or **Premium Path** (1st – 48.25). The only retailer with 100% observation of Premium 'options in all sections'. In Curation M&S enjoy 63% observation for 'at least one example of curation in every section' – way ahead of all.

On supply chain, M&S are impressive too – almost no grocery out of stocks are observed. That sense of 'plenty' and 'abundance' is powerful in this customer story.

AUTHORS NOTE: as I was writing this my partner Em was physically in M&S Simply Food (Summertown, Oxford). She said just now that it was retail carnage with massive queues of people whose baskets looked EXACTLY like this customer story. I asked her to literally bring home the bacon, while I sit at my desk figuratively doing the same.

Key Variables in this Customer Story
M&S Performance

1st	**OOS Grocery** Overall	85.71
5th	**Price Offers** Visibility, generosity, effectiveness	54.08
1st	**Curation** Volume, Own Brand, +8 more	46.01
2nd	**Layout** Logic, Clarity, Floors, Separation	88.25
2nd	**Inspiration in Store** Guide, Engage, Digital, Demo	22.77
1st	**Premium Availability** Visibility, Depth, Exclusives	82.95
1st	**Premium Path** Setting, Exotics	48.25
5th	**Promotions** Simplicity, Depth, Types	56.55
1st	**Discovery** Context, Surfacing, Active, Expect	46.01

NOTE: percentages represent 'frequency of observation' – if all observers observed x at retailer y, then that would be a 100% score. Variable scores are out of 100.

Winner: Sainsbury's

Sainsbury's

Stretching the Christmas Budget

Family main shop on a tight budget

Positive shopper – thinks about shopping

Values fresh – indexes to fresh items

Likes abundance – drawn to 'plenty'

Shop to budget – considers price highly

Family focused – meals and household

Squeezed by cost of living

Why Sainsbury's?

Good to talk about Sainsbury's here, not least as the buzz around them recently suggested super performance, great to confirm that. That said, this one *is* very close; all the major grocers put in strong performance.

Proposition is big in this story; customers are trusting their big Christmas shop to a grocer and want to be sure it's a good choice even before leaving the house. Sainsbury's are more than six times relatively more attractive than Aldi at this phase (1.00 plays -6.65). Sainsbury's also win **Previous** but this story is so close that they win no others but are consistently top 3 all the way.

Big news is **Nectar** scoring higher than Clubcard instore (not assessing personal comms in this data set) (1st – 68.37).

Sainsbury's are edging it in the right places and grocery is always a marginal business. Much of the time, fractions get the wins. Grocery is Formula 1 with cabbages; teams at the back are fielding incredible high-performance cars, it's just that other teams have found 0.01 seconds here and there.

Sainsbury's edge Morrisons, then Asda, then Tesco, then Aldi and then Lidl in this story. Why aren't the discounters winning an obvious 'price' story? Because this one is more complex than that; it's Christmas, the customer story is modelled with stretching budgets but not skimping, and not missing out on all the trimmings, which is where Aldi and Lidl are lacking. F1 analogy notwithstanding.

So, you'll see lots of '3rds' to the right on **Price**, but it's *always* Sainsbury's edging the non-discounters in these critical variables.

Key Variables in this Customer Story
Sainsbury's Performance

3rd	**Price Redemption** – Overall	58.71
3rd	**Price Offers** – Visibility, generosity, effectiveness	58.84
3rd	**Price Reward** – Overall	58.20
3rd	**Price Friction** – Overall	57.81
1st	**Membership/Loyalty Scheme** – Process, Messaging, Visibility	68.37
4th	**Private Label** – Price spread, Volume, Comms	59.06
4th	**Feed the Family** – Options, Visibility	50.00
4th	**Fresh Presentation** – Kit, Gaps, Celebration, Live +4 more	44.88
1st	**Member Benefits** – Offers, Clarity	56.45

NOTE: percentages represent 'frequency of observation' – if all observers observed x at retailer y, then that would be a 100% score. Variable scores are out of 100.

Head to Head — THE MATCHUPS!

Head-to-Head! ASDA vs Morrisons

Selected Variable-Group Matchups

Price & Value

	WINNER
Price Redemption	ASDA
Price Reward	ASDA
Price Offers	Morrisons
Private Label	ASDA
Pasta Sample (Price Spread)	Morrisons

ASDA have beaten Morrisons in general on price; the store experience is lower cost. But at Christmas, offers carry extra weight.

Inspiration to Spend

Curation	Morrisons
Inspiration In Store	Morrisons
Discovery	Morrisons
Deli Presentation	Morrisons
Retail Theatre	Morrisons

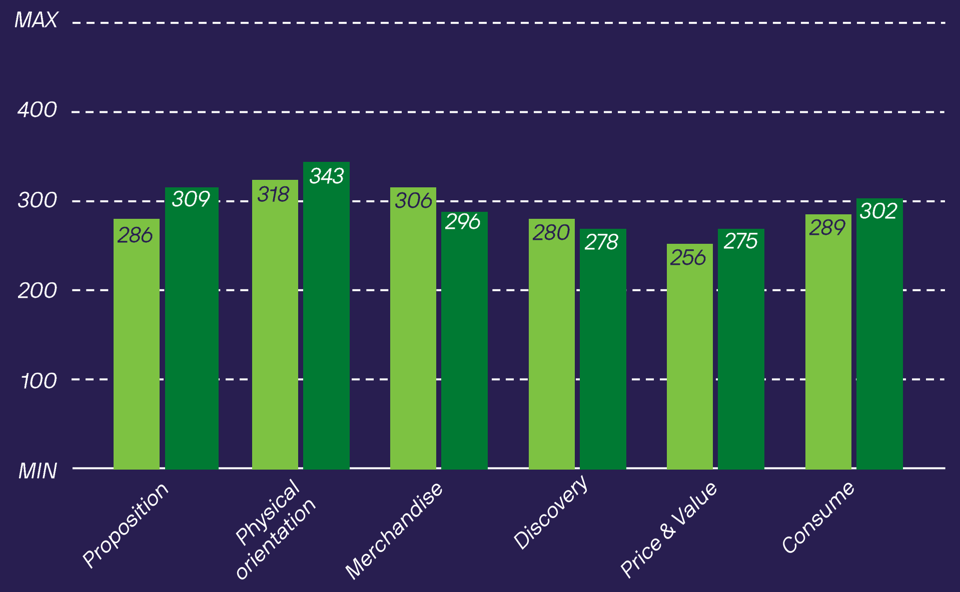
Once cost is factored, so long as Morrisons aren't considered expensive; converting shopping into spend is a clean sweep for the Bradford team.

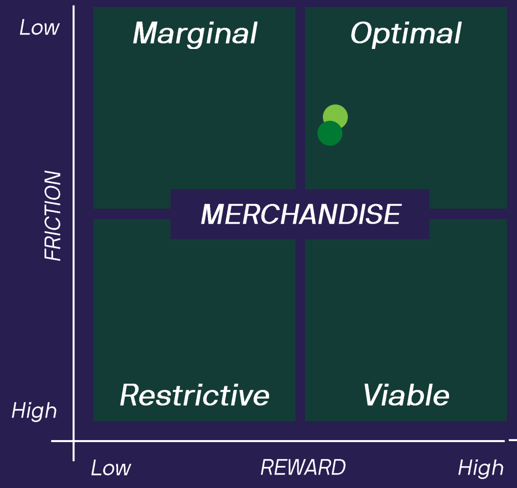
Peak Season Standards

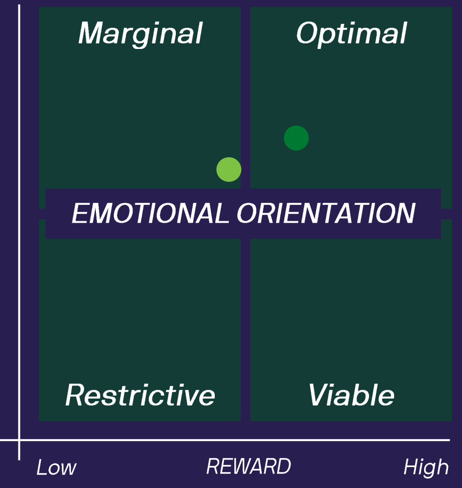
Fresh Presentation - Produce	Morrisons
Friendliness	Morrisons
Standards	Morrisons
Display Standards	Morrisons
Seasonal	Morrisons

Key Christmas standards are blitzed by Morrisons versus ASDA too. Sometimes considered a millstone, fresh and craft works at Christmas.

Key Customer Journey Battlegrounds ASDA vs Morrisons







ASDA Best Performance*

Display Standards	82.26
Choice - Produce	81.25
Choice - Meat	79.69
Layout	79.14
Price Marking	74.41

Morrisons Best Performance*

Layout	89.56
Display Standards	88.32
Choice	80.95
Choice - Produce	77.78
Choice - Meat	72.22

ASDA Lagging

Retail Theatre	1.97
Healthy Halo	4.38
Premium Path / Position	6.38
Member Pricing	10.18
Nutritional Clarity	15.18

Morrisons Lagging

Healthy Halo	0.35
Retail Theatre	6.6
Premium Path / Position	10.94
Member Pricing	14.44
Nutritional Clarity	20.82

Executive Summary

Bradford vs Leeds, the Christmas battle of Yorkshire has been won by Morrisons. While ASDA can claim to be marginally cheaper, at Christmas that margin erodes a little, and offers become engines of footfall. Couple that to Morrison's dominance versus almost everyone on those elements that prise more money from pockets.

Better than ASDA where it counts: offers and the tools of conversion to spend. First signs that Rami Baitiéh's revolution in the North is working? We hope so, at its best Morrisons is in many ways the closest we get to some of the US's exciting and engaging customer-first supermarket chains. By way of British reserve mind you.

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*Tables exclude directly pricing-related variables – these are discussed separately.

Data Capture – Observed CX x 69 visits/72k observations. Christmas 2023

Head-to-Head! LIDL vs ALDI

Selected Variable-Group Matchups

Price & Value

	WINNER
Price Redemption	ALDI
Price Reward	ALDI
Price Offers	ALDI
Private Label	ALDI
Pasta Sample (Price Spread)	LIDL

Lidl UK just lost their FD, that suggests the rebuild to catch ALDI is a long way off. ALDI rules discounter grocery and just gets stronger.

Inspiration to Spend

Curation	ALDI
Inspiration In Store	ALDI
Discovery	ALDI
Deli Presentation	NA
Retail Theatre	LIDL

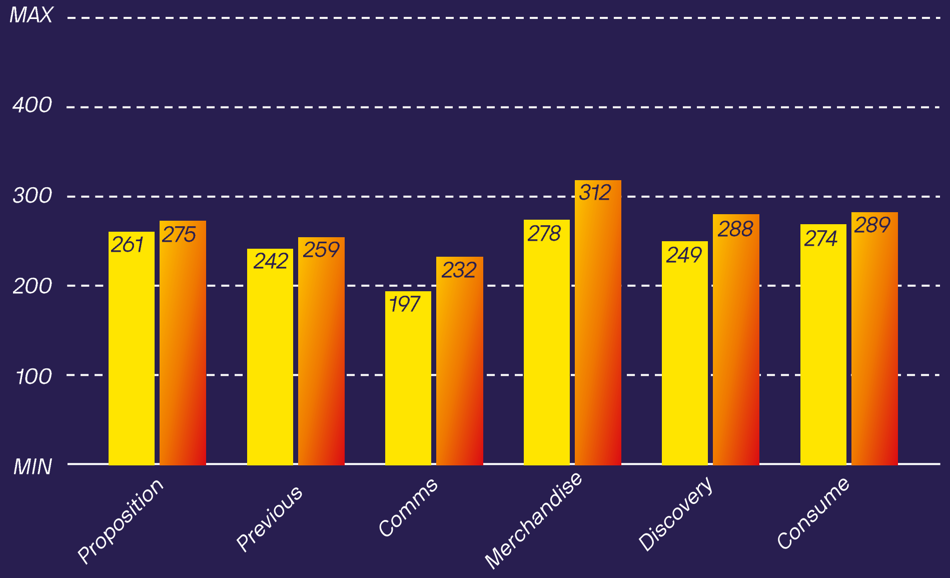
Across the board there are signs ALDI is upping its conversion-to-spend game too. Lidl stores make decent impact but fall at the big hurdles.

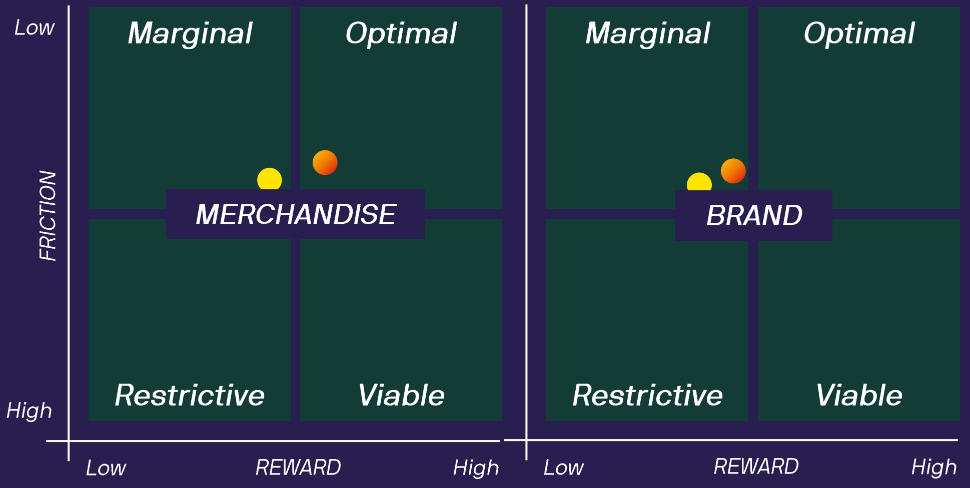
Standards

Fresh Presentation - Produce	LIDL
Friendliness	LIDL
Standards	LIDL
Display Standards	ALDI
Seasonal	ALDI

Consistent high scores for fresh and general standards for us prove that's not enough to win value-driven missions.

Key Customer Journey Battlegrounds LIDL vs ALDI





LIDL Best Performance*

Layout	79.56
Choice - Produce	75.93
Display Standards	69.61
Private Label	65.26
Choice - Meat	62.50

ALDI Best Performance*

Display Standards	87.96
Choice - Produce	81.25
Choice - Meat	78.91
Price Marking	74.62
Layout	73.25

LIDL Lagging

Healthy Halo	0
Retail Theatre	2.78
Member Pricing	3.17
Premium Path / Position	5.13
Inspiration In Store	7.34

ALDI Lagging

Healthy Halo	0
Member Benefits	0
Retail Theatre	2.6
Premium Path / Position	4.73
Help On Hand	7.14

Executive Summary

Lidl have fallen significantly far behind ALDI in the UK; on pricing, discovery, seasonal and even on powerful details like celebration of national identity in food and suppliers. ALDI stores work better in terms of wayfinding and standards of equipment and tidiness. Never thought we'd right these words but ALDI outperform almost everyone on display standards now by M&S and Morrisons.

Lidl have improved store layout and around fresh produce, and that shows with a marginal win over Aldi in this variable. But without delivering on other conversion elements, it is somewhat a pyric victory.

UNCROWD

**Tables exclude directly pricing-related variables – these are discussed separately.*

Data Capture – Observed CX x 69 visits/72k observations. Christmas 2023

Head-to-Head! Sainsbury's vs TESCO

Selected Variable-Group Matchups

Price & Value

	WINNER
Price Redemption	Sainsbury's
Price Reward	TESCO
Price Offers	Sainsbury's
Private Label	Sainsbury's
Pasta Sample (Price Spread)	Sainsbury's

A shock though a Sainsbury's win was suspected by many insiders. Suspect no more, the observed data says Sainos are giving Tesco a kick here.

Inspiration to Spend

Curation	Sainsbury's
Inspiration In Store	TESCO
Discovery	Sainsbury's
Deli Presentation	Sainsbury's
Retail Theatre	Sainsbury's

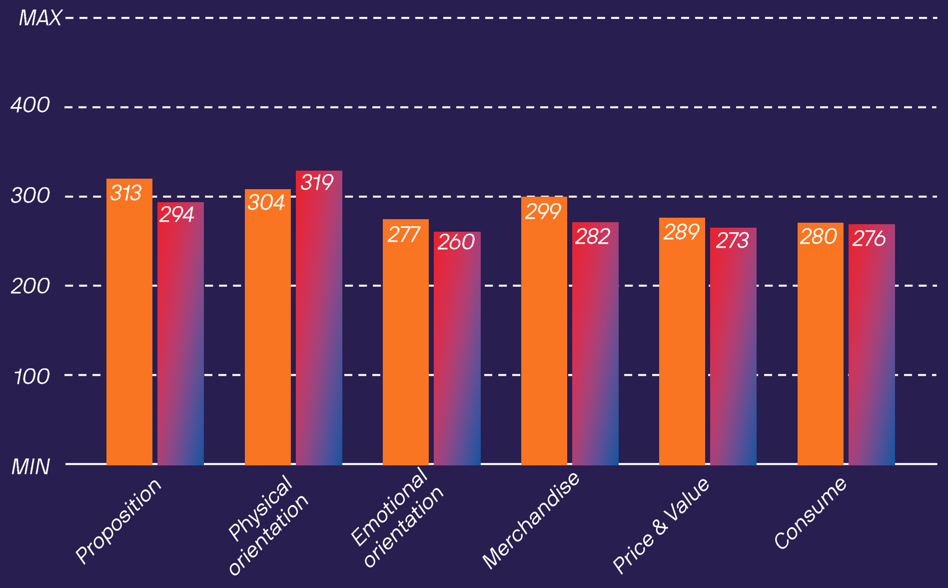
A one-two knock out: winning on price, but also in the conversion stakes too. This is a fundamental shift. Can it be maintained post peak?

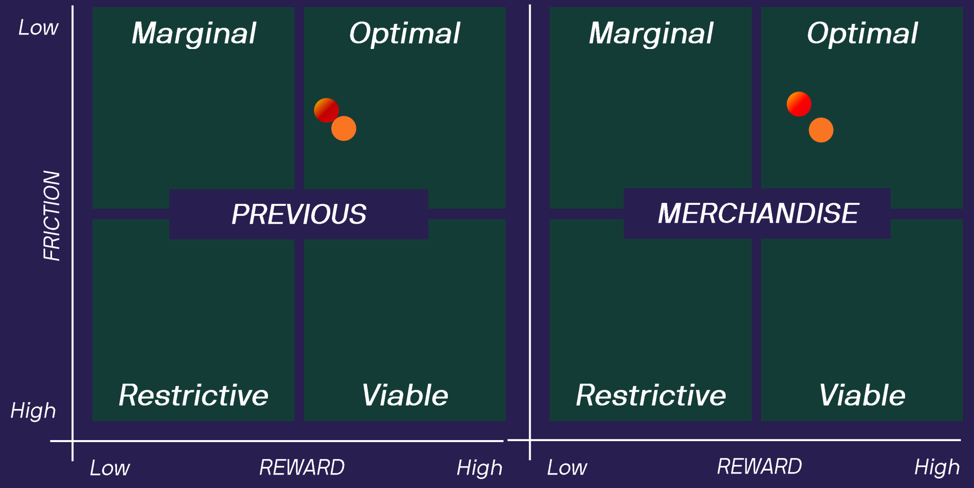
Standards

Fresh Presentation - Produce	Sainsbury's
Friendliness	TESCO
Standards	TESCO
Display Standards	TESCO
Seasonal	Sainsbury's

Better seasonal from Sainsbury's but the Tesco muscle will always show here. Presentation of Produce a rising star for Sainsbury's.

Key Customer Journey Battlegrounds Sainsbury's vs TESCO





Sainsbury's Best Performance*

Choice	88.93
Layout	77.69
Choice - Produce	76.67
Meal Building	76.00
Choice - Meat	72.50

TESCO Best Performance*

Choice	83.73
Choice - Produce	83.33
Layout	81.59
Display Standards	80.07
Meal Building	75.56

Sainsbury's Lagging

Retail Theatre	3.58
Healthy Halo	13.36
Inspiration In Store	15.76
Premium Path / Position	17.34
Help On Hand	21.63

TESCO Lagging

Retail Theatre	1.84
Healthy Halo	8.14
Premium Path / Position	13.12
Nutritional Clarity	15.48
Help On Hand	18.48

Executive Summary

The two engines of UK grocery, and both have delivered extra strong Christmas performance. Sainsbury's edging on store feel, merch environment, price and value. This is because of enhanced reward-side performance. Sainos are making their stores relatively more attractive to be in. Simple as that in the end.

But will enough customers have noticed Sainsbury's better pricing, either in person or through advertising this Christmas? Tesco has the muscle, it's an intriguing question, but if Sainsbury's maintain both the better price experience and better conversion skills then they will be taking money off many rival's tables.

UNCROWD

**Tables exclude directly pricing-related variables – these are discussed separately.*

Data Capture – Observed CX x 69 visits/72k observations. Christmas 2023

Head-to-Head! M&S vs Waitrose

Selected Variable-Group Matchups

Price & Value

	WINNER
Price Redemption	Waitrose
Price Reward	Waitrose
Price Offers	M&S
Private Label	Waitrose
Pasta Sample (Price Spread)	Waitrose

That Waitrose are nailing a win on value seems to run counter to their brand heritage. M&S take the Christmas critical Price Offers though.

Inspiration to Spend

Curation	M&S
Inspiration In Store	M&S
Discovery	M&S
Deli Presentation	Waitrose
Retail Theatre	Waitrose

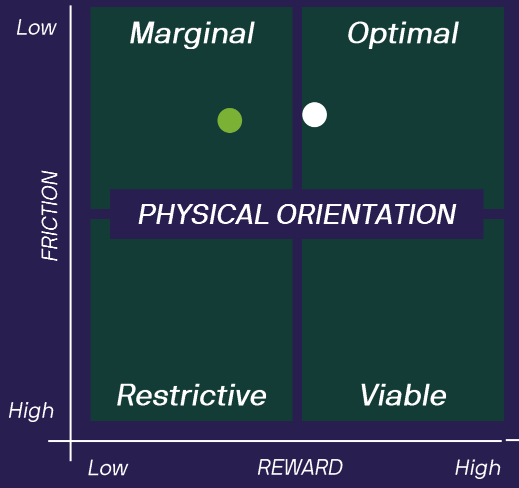
Not long ago, Waitrose would have swept the board here. No longer. M&S store design is all about curation, inspiration and discovery now.

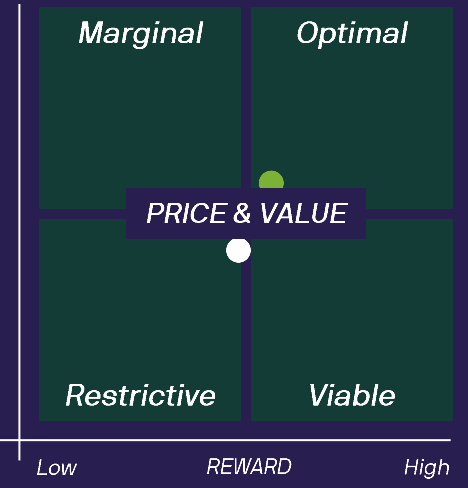
Standards

Fresh Presentation - Produce	M&S
Friendliness	M&S
Standards	M&S
Display Standards	Waitrose
Seasonal	Waitrose

All five of these variables are but narrow wins either way. Both have the friendliest colleagues and both make fresh look a million dollars.

Key Customer Journey Battlegrounds M&S vs Waitrose





M&S Best Performance*

Display Standards	94.53
Layout	88.25
Out Of Stock - Grocery	85.71
Premium Availability	82.95
Offer Clarity	73.44

Waitrose Best Performance*

Choice	88.39
Display Standards	87.73
Layout	87.50
Choice - Produce	85.42
Price Marking	73.99

M&S Lagging

Member Pricing	0
Retail Theatre	5.15
Member Benefits	16.30
Healthy Halo	20.88
Inspiration In Store	22.77

Waitrose Lagging

Member Pricing	2.5
Healthy Halo	5.92
Retail Theatre	6.16
Member Benefits	14.49
Nutritional Clarity	15.33

Executive Summary

M&S trounce Waitrose in all our Christmas customer stories. At the same time, Waitrose win across many of the price and value related variables, where once the store would confidently and proudly put quality and the good things in life first. We're not fans of this change. Meanwhile M&S have upped its store game to the point where it is streets ahead in bringing the customer into and through the experience ready to be inspired and spending.

Both stores, as do all UK grocers, fall down at retail theatre, where one would expect both process the skills to amp this up and use it to increase average basket values.

UNCROWD

**Tables exclude directly pricing-related variables – these are discussed separately.*

Data Capture – Observed CX x 69 visits/72k observations. Christmas 2023

Price

Getting to an observed reality of the customer experience of price in store

Here's how we do this with a combination of external hard data, one piece of large-scale social media sentiment and a LOAD of in-store observations.

Each of the elements marked 'v' is an Uncrowd Variable. 's' is an Uncrowd Signal within that variable.

Price Friction (v):
This is the large-scale social consensus on your prices.

Price Reward (v):
hard data basket of goods pricing - Which? Publish their 'cheapest supermarket' data but with member prices now, and we use that data, plus primary research on M&S.

The two above are the yin and yang of Friction/Reward: what do people expect of your prices (a friction on trialling you) versus what are the actual hard measured real prices in your store (that's reward side because it can either be a positive surprise, cheaper, or a bad surprise, more expensive).

Then we go to:

- Price Offers (v):
    - visibility (s), generosity (s), effectiveness (s)
- Price Offers - Basics (v):
    - same signals as price offers but for essentials
- Member pricing (v):
    - existence of (s), coverage of (s)
- Promotions (v):
    - simplicity (s), depth (s), types (s)
- Private label (v):
    - price spread (s), volume (s)
- Pasta Sample (price spread) (v):
    - price spread between brand and own label spaghetti! This one is spookily representative.

AND! The big one:
Price Redemption (v)
A calculated combination of the above that tells the story of people's real experience of price in a given store. This explains what it's actually like to spend hard-earned cash in store x.

Christmas 2023 Overall Leaders

ALDI	**Price Friction**
ALDI	**Price Reward**
ALDI	**Price Offers**
TESCO	**Member Pricing**
ALDI	**Promotions**
ALDI	**Private Label**
Morrisons	**Pasta Sample (Price Spread)**

Price Redemption throws up some surprises

	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Price Redemption	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62

Scores are out of 100.

Grocery Customer Journey

The Uncrowd Customer Journey

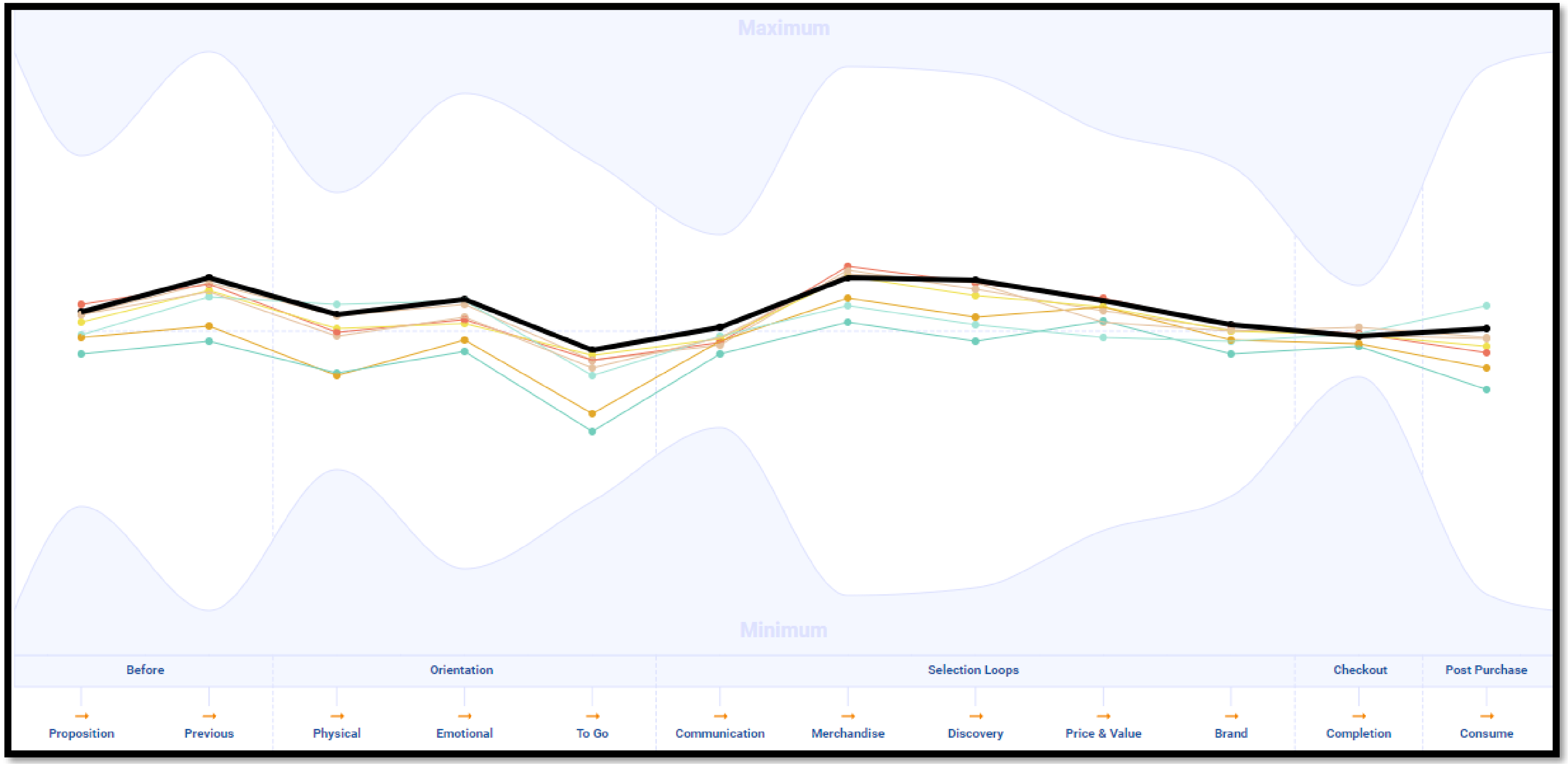
Built-in Comparison

Every user of the Uncrowd platform gets instant customer journey mapping as standard.

Those maps are tailored to each sector we serve. We're particularly pleased with our UK and US Grocery Journey Maps.

Our principles for mapping are about how the real observable touchpoints affect the customer; that includes allowing some to appear in multiple stages.

Price, for example is present throughout, we provide a focused look at that in the 'Selection Loops' but it's there in forms through the entirety of this journey map.



Start at the journey phase...

Relative Attractiveness (RA)

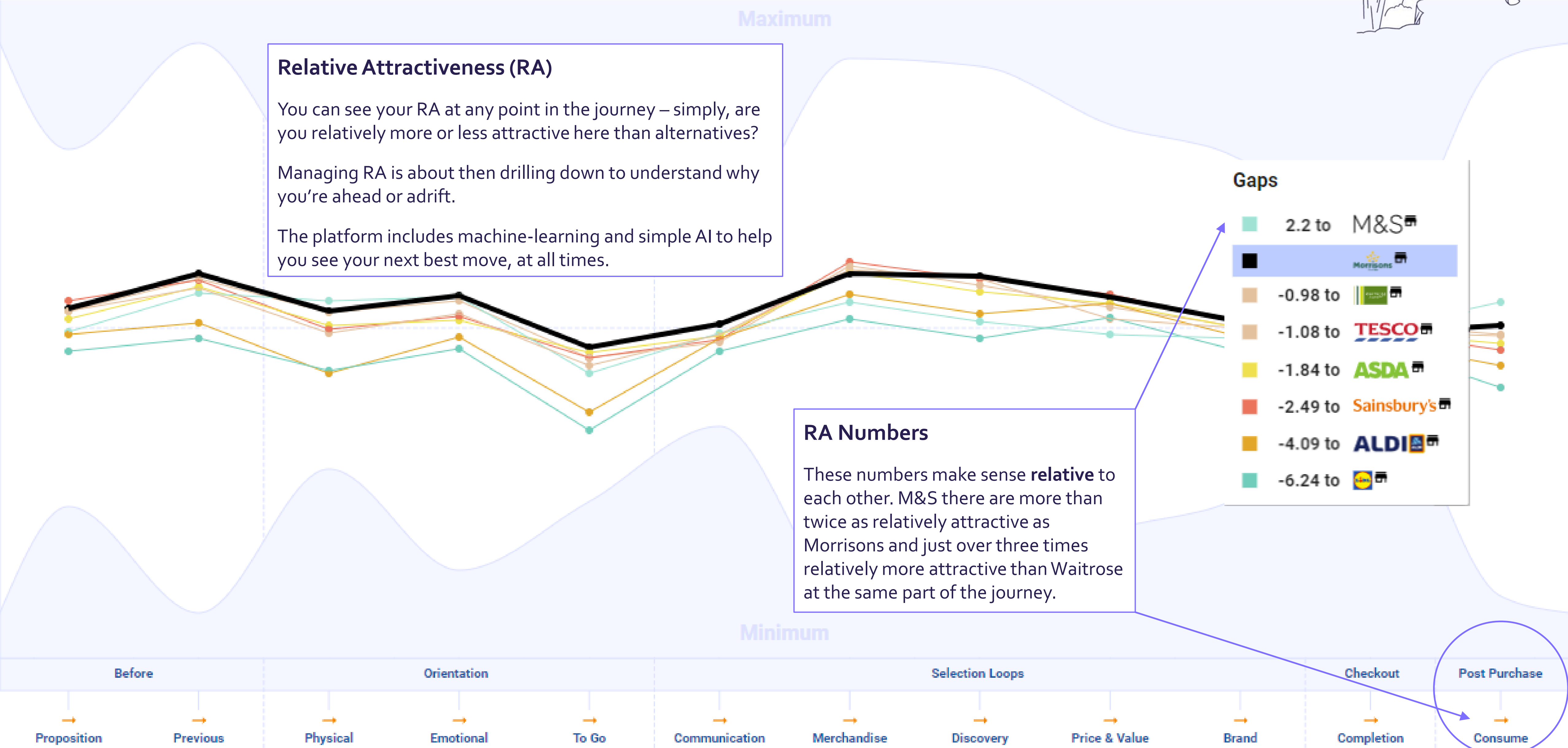
You can see your RA at any point in the journey – simply, are you relatively more or less attractive here than alternatives?

Managing RA is about then drilling down to understand why you're ahead or adrift.

The platform includes machine-learning and simple AI to help you see your next best move, at all times.

RA Numbers

These numbers make sense **relative** to each other. M&S there are more than twice as relatively attractive as Morrisons and just over three times relatively more attractive than Waitrose at the same part of the journey.



Open it up!

Reveal the 'why'.

Let's unwrap Fresh Presentation - Produce

	Consume Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
	Promotions	11%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
	Fresh Prese...	10%	46.84	35.63	45.22	39.98	61.26	44.88	38.57	42.03
	Price Rede...	10%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
	Fresh Prese...	9%	71.49	63.53	64.56	60.4	68.96	60.6	65.19	71.37
	Fresh Prese...	8%	67.6	60.68	60.11	56.51	74.29	59.59	65.38	66.18
	Inspiration I...	7%	23.48	16.36	21.12	7.34	22.77	15.76	18.71	19.44
	Price Offers	7%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
	Discovery	5%	43.01	22.64	25.28	10.89	46.01	27.69	25.4	31.5
	Out Of Stoc...	5%	55.56	51.79	50	52.38	85.71	48.57	74.6	62.5

UNCROWD

Into the measurable Signals

Into Signals first

The score for each variable is a calculation of various measurable signals.

In this case we're measuring eight different signals, such as Gaps, Equipment and Coverage.

Signals	Share of Variable	Morrisons	ALDI	ASDA		M&S	Sainsbury's	TESCO	
Fresh Prese...	10%	46.84	35.63	45.22	39.98	61.26	44.88	38.57	42.03
EQUIPMENT	25%	36.51	7.14	36.61	38.89	76.79	38.57	14.29	23.21
BAD TEST	17%	59.03	78.91	77.34	70.14	79.69	72.5	72.92	80.47
GAPS	17%	52.53	51.14	38.64	50.51	81.82	47.27	48.48	54.55
CELEBRATI...	13%	30.3	11.36	19.32	14.14	23.86	13.64	19.19	20.45
LIVE ACTIVI...	8%	59.77	25.86	52.59	22.99	31.9	37.93	45.98	36.21
SENSES	8%	39.51	37.5	27.08	17.9	50	51.11	19.14	24.31
VOLUME	8%	50	43.75	46.88	44.44	40.63	37.5	52.78	40.63
COVERAGE	4%	69.44	43.75	90.63	30.56	46.88	72.5	61.11	65.63

Why the relatively lower score here?

We can go down further to the observation frequencies themselves

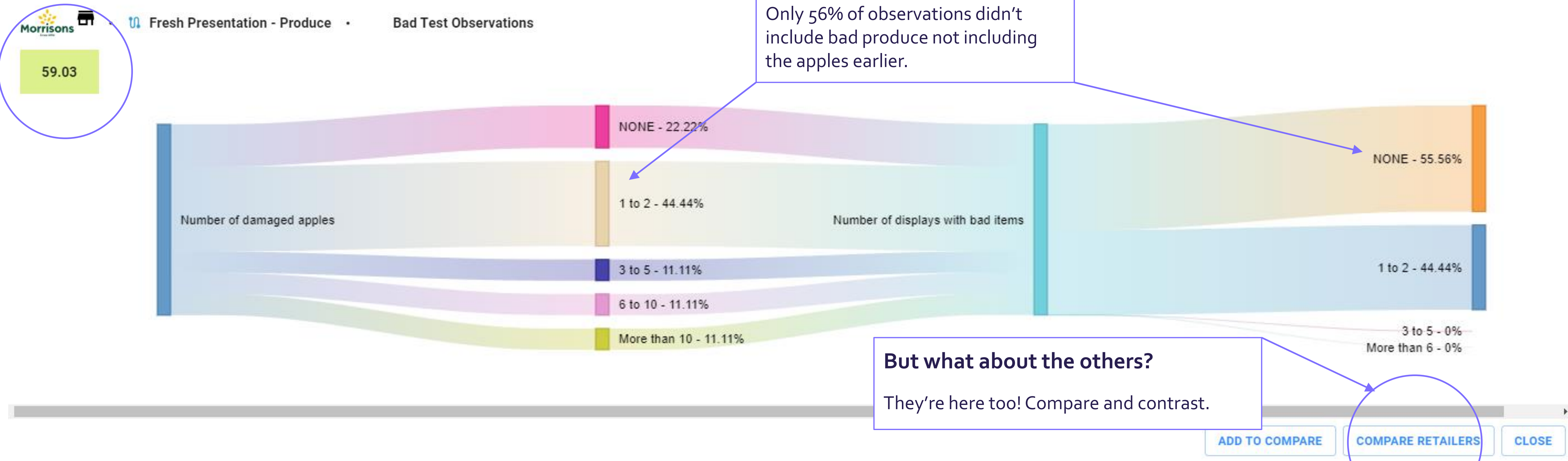
...and on to Observations

Astonishing richness of reality

Too many bad apples Morrisons, and elsewhere as well.

44% of observations found one or two bad apples.

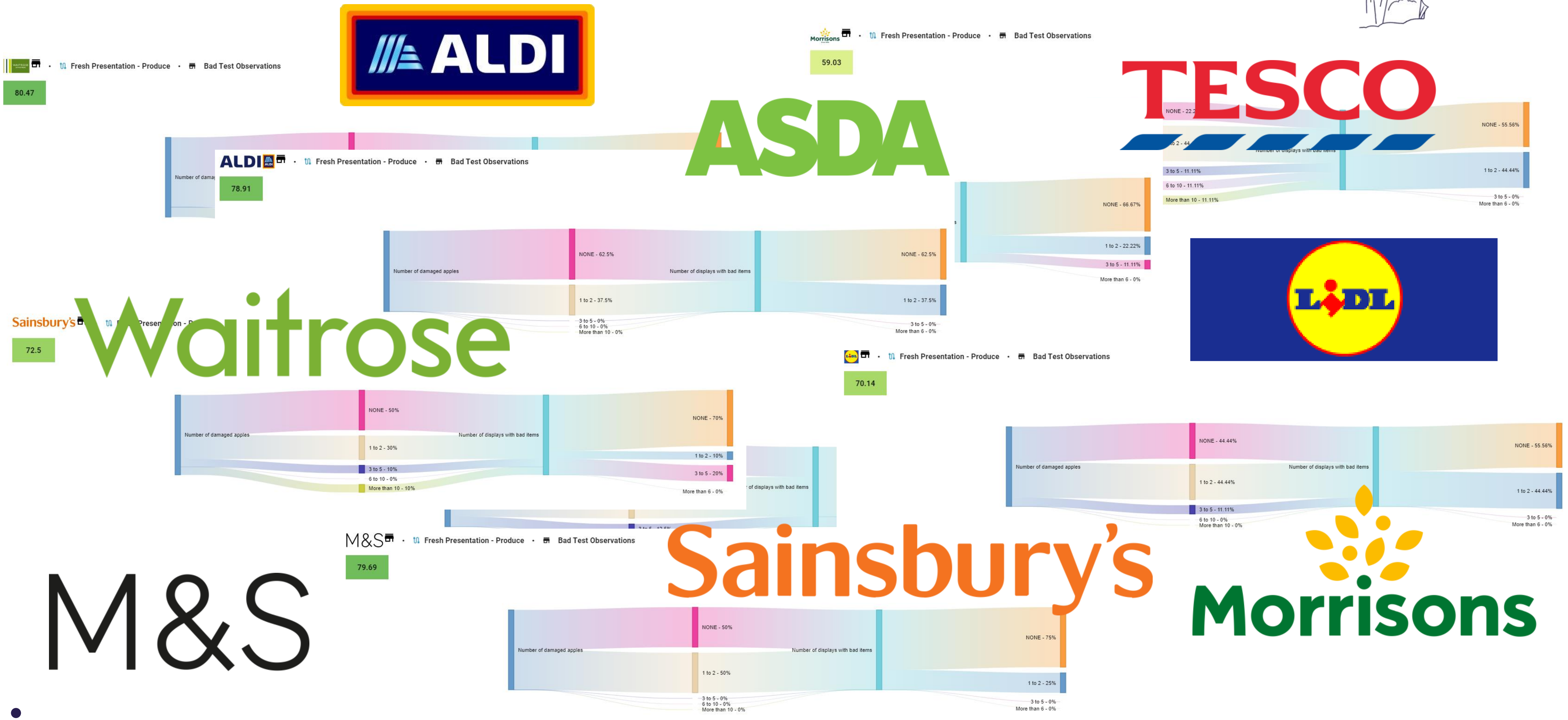
Only 56% of observations didn’t include bad produce not including the apples earlier.



But what about the others?

They’re here too! Compare and contrast.

See everyone!



Tables

Before: Proposition – Christmas Overall Story

Proposition Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	14%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Price Rede...	12%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Price Offers	8%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Choice	6%	80.95	54.02	74.11	48.81	61.61	88.93	83.73	88.39
Abundance	6%	50.9	30.48	34.46	46.61	53.93	50.24	50.13	37.8
Price Reward	5%	57.03	59.38	57.42	59.38	54.69	58.2	58.2	54.69
Member Be...	4%	41.63	0	20.47	11.35	16.3	56.45	55.48	14.49
Price Offers ...	4%	59.38	59.38	59.38	59.38	59.38	59.38	59.38	59.38
Premium Av...	4%	38.43	36.7	49.15	15.1	82.95	66	58.18	72.27
Premium Pa...	4%	10.94	4.73	6.38	5.13	48.25	17.34	13.12	39.64
Retail Theatre	3%	6.6	2.6	1.97	2.78	5.15	3.58	1.84	6.16
Membership...	3%	47.75	18.87	32.88	28.98	23.98	68.37	63.49	27.65

Before: Previous Visit – Christmas Overall Story

Previous Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	7%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Fresh Prese...	7%	46.84	35.63	45.22	39.98	61.26	44.88	38.57	42.03
Price Rede...	6%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Fresh Prese...	6%	71.49	63.53	64.56	60.4	68.96	60.6	65.19	71.37
Seasonal	6%	59.06	30.26	57.24	25.15	45.39	56.84	49.71	48.68
Fresh Prese...	5%	67.6	60.68	60.11	56.51	74.29	59.59	65.38	66.18
Inspiration I...	5%	23.48	16.36	21.12	7.34	22.77	15.76	18.71	19.44
Range - Pro...	5%	47.02	42.67	48.79	49.35	49.86	52.2	48.36	51.41
Price Offers	4%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Choice - Meat	4%	72.22	78.91	79.69	62.5	65.63	72.5	73.61	71.88
Choice - Pro...	4%	77.78	81.25	81.25	75.93	68.06	76.67	83.33	85.42
Choice	3%	80.95	54.02	74.11	48.81	61.61	88.93	83.73	88.39

Orientation: Physical – Christmas Overall Story

Physical Variables	Share of Step	Morrisons	ALDI	ASDA		M&S	Sainsbury's	TESCO	
Layout	26%	89.56	73.25	79.14	79.56	88.25	77.69	81.59	87.5
Checkout O...	20%	46.35	35.66	45.44	33.57	46.1	46.58	46.74	57.48
Guided Expe...	16%	47.22	16.25	40	21.11	51.88	40	48.33	33.75
Wayfinding	15%	71.26	62.25	71.67	44.07	73.42	65.27	62.22	59.08
Display Stan...	11%	88.32	87.96	82.26	69.61	94.53	74.01	80.07	87.73
Aisle Access	3%	35.19	58.33	46.88	40.74	51.56	44.58	51.85	48.44
Carts/Baske...	3%	44.59	42.17	57	37.83	57.42	52.01	64	61.71
Entrance/Tr...	2%	54.61	34.62	55.34	41.41	52.56	44.19	48.34	46.47
Restrooms	2%	51.32	42.06	71.33	35.63	44.84	50.4	64.99	48.81

Orientation: Emotional – Christmas Overall Story

Emotional Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	10%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Fresh Prese...	9%	46.84	35.63	45.22	39.98	61.26	44.88	38.57	42.03
Price Rede...	9%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Fresh Prese...	8%	71.49	63.53	64.56	60.4	68.96	60.6	65.19	71.37
Seasonal	8%	59.06	30.26	57.24	25.15	45.39	56.84	49.71	48.68
Fresh Prese...	7%	67.6	60.68	60.11	56.51	74.29	59.59	65.38	66.18
Price Offers	6%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Discovery	5%	43.01	22.64	25.28	10.89	46.01	27.69	25.4	31.5
Out Of Stoc...	4%	55.56	51.79	50	52.38	85.71	48.57	74.6	62.5
Abundance	4%	50.9	30.48	34.46	46.61	53.93	50.24	50.13	37.8
Price Reward	4%	57.03	59.38	57.42	59.38	54.69	58.2	58.2	54.69
Fresh Prese...	3%	68.58	66.88	62.55	56.57	74.7	63.42	63.36	67.93

Selection Loops: Communication – Christmas Overall Story

Communication Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Wayfinding	24%	71.26	62.25	71.67	44.07	73.42	65.27	62.22	59.08
Price Marking	22%	65.52	74.62	74.41	69.51	70.31	71.78	67.1	73.99
Nutritional C...	21%	20.82	14.02	15.18	17.93	25.15	22.99	15.48	15.33
Brand Archit...	16%	66.67	43.75	58.85	33.8	18.75	55.83	65.28	52.08
Brand Value	12%	45.06	37.31	30.59	31.91	43.21	28.22	29.2	40.4
Communica...	5%	57.79	54.09	62.1	43.03	50.05	54.2	55.2	50.84

Selection Loops: Merchandising – Christmas Overall Story

Merchandise Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	13%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Price Rede...	11%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Range - Pro...	8%	47.02	42.67	48.79	49.35	49.86	52.2	48.36	51.41
Price Offers	8%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Choice - Meat	7%	72.22	78.91	79.69	62.5	65.63	72.5	73.61	71.88
Choice - Pro...	7%	77.78	81.25	81.25	75.93	68.06	76.67	83.33	85.42
Choice	5%	80.95	54.02	74.11	48.81	61.61	88.93	83.73	88.39
Out Of Stoc...	5%	55.56	51.79	50	52.38	85.71	48.57	74.6	62.5
Price Reward	4%	57.03	59.38	57.42	59.38	54.69	58.2	58.2	54.69
Member Be...	4%	41.63	0	20.47	11.35	16.3	56.45	55.48	14.49
Range - Gro...	4%	58.74	50.23	65.65	49.48	53.65	61.13	57.38	59.45
Range - Meat	4%	67.49	61.28	63.6	59.14	65.91	64.57	66.32	59.32

Selection Loops: Discovery – Christmas Overall Story

Discovery Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	14%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Price Rede...	13%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Inspiration I...	9%	23.48	16.36	21.12	7.34	22.77	15.76	18.71	19.44
Price Offers	9%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Choice - Pro...	8%	77.78	81.25	81.25	75.93	68.06	76.67	83.33	85.42
Discovery	7%	43.01	22.64	25.28	10.89	46.01	27.69	25.4	31.5
Choice	6%	80.95	54.02	74.11	48.81	61.61	88.93	83.73	88.39
Price Reward	5%	57.03	59.38	57.42	59.38	54.69	58.2	58.2	54.69
Member Be...	5%	41.63	0	20.47	11.35	16.3	56.45	55.48	14.49
Price Offers ...	4%	59.38	59.38	59.38	59.38	59.38	59.38	59.38	59.38
Premium Pa...	4%	10.94	4.73	6.38	5.13	48.25	17.34	13.12	39.64
Retail Theatre	3%	6.6	2.6	1.97	2.78	5.15	3.58	1.84	6.16

Selection Loops: Price & Value – Christmas Overall Story

Price & Value Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	25%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Price Rede...	22%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Price Offers	15%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Price Reward	9%	57.03	59.38	57.42	59.38	54.69	58.2	58.2	54.69
Member Be...	8%	41.63	0	20.47	11.35	16.3	56.45	55.48	14.49
Price Offers ...	7%	59.38	59.38	59.38	59.38	59.38	59.38	59.38	59.38
Private Label	6%	57.41	65.42	61.42	65.26	43.92	59.53	55.78	52
Pasta Sampl...	3%	88.89	70.83	84.38	72.22	44.79	82.5	81.48	67.71
Member Pri...	3%	14.44	3.39	10.18	3.17	0	35.93	37.14	2.5
Big Packs/...	1%	40.97	20.15	33.48	22.24	19.53	31.71	28.72	31.75
Price friction	1%	57.81	60.16	57.81	60.16	53.91	57.81	57.81	53.91

Selection Loops: Brand – Christmas Overall Story

Brand Variables	Share of Step	Morrisons	ALDI	ASDA		M&S	Sainsbury's	TESCO	
Promotions	17%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Price Rede...	15%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Inspiration I...	11%	23.48	16.36	21.12	7.34	22.77	15.76	18.71	19.44
Price Offers	10%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Price Reward	6%	57.03	59.38	57.42	59.38	54.69	58.2	58.2	54.69
Member Be...	5%	41.63	0	20.47	11.35	16.3	56.45	55.48	14.49
Price Offers ...	5%	59.38	59.38	59.38	59.38	59.38	59.38	59.38	59.38
Premium Av...	4%	38.43	36.7	49.15	15.1	82.95	66	58.18	72.27
Premium Pa...	4%	10.94	4.73	6.38	5.13	48.25	17.34	13.12	39.64
Private Label	4%	57.41	65.42	61.42	65.26	43.92	59.53	55.78	52
Help On Hand	3%	33.75	7.14	29.99	7.59	35.07	21.63	18.48	32.78
Brand Halo	3%	56.64	57.81	56.64	57.81	59.38	57.81	57.81	57.81

Checkout: Completion – Christmas Overall Story

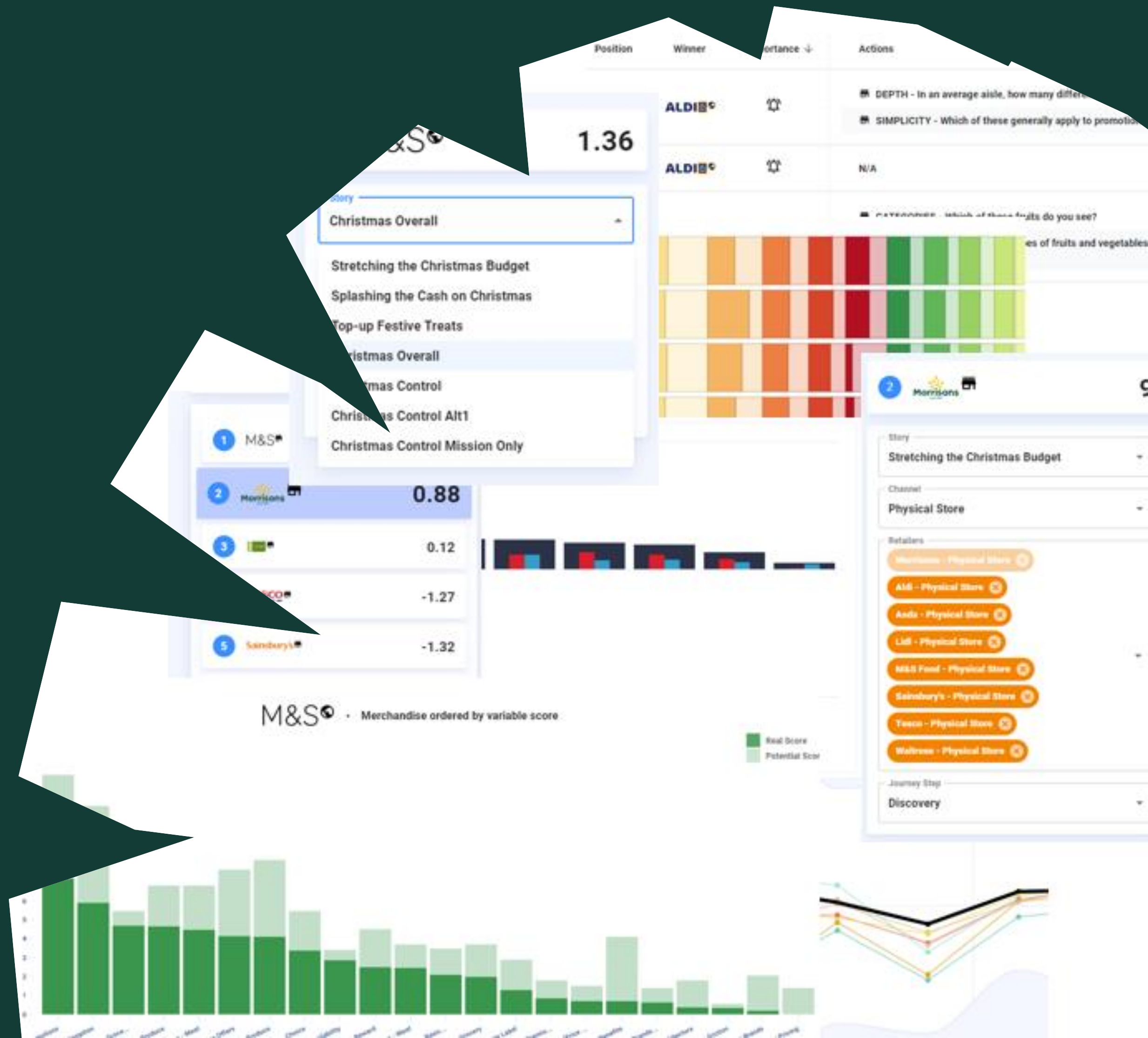
	Completion Variables	Share of Step	Morrisons	ALDI	ASDA	LIDL	M&S	Sainsbury's	TESCO	
	Checkout O...	59%	46.35	35.66	45.44	33.57	46.1	46.58	46.74	57.48
	Payment	26%	43.81	46.36	47.57	38.03	53.14	54.23	49.78	54.79
	Line Manag...	10%	32.82	21.25	35.77	25.13	41.54	31.38	30.85	34.81
	Returns / CS...	5%	40.1	27.45	52.77	25.1	34.51	44.94	50.43	47.84

Post Purchase: Consume – Christmas Overall Story

Consume Variables	Share of Step	Morrisons	ALDI	ASDA	Lidl	M&S	Sainsbury's	TESCO	
Promotions	11%	58.27	68.27	61.24	56.51	56.55	56.07	48.18	64.21
Fresh Prese...	10%	46.84	35.63	45.22	39.98	61.26	44.88	38.57	42.03
Price Rede...	10%	58.07	60.93	58.15	60.26	53.32	58.71	58.42	53.62
Fresh Prese...	9%	71.49	63.53	64.56	60.4	68.96	60.6	65.19	71.37
Fresh Prese...	8%	67.6	60.68	60.11	56.51	74.29	59.59	65.38	66.18
Inspiration I...	7%	23.48	16.36	21.12	7.34	22.77	15.76	18.71	19.44
Price Offers	7%	60.36	61.61	58.5	49.15	54.08	58.84	53.04	51.89
Discovery	5%	43.01	22.64	25.28	10.89	46.01	27.69	25.4	31.5
Out Of Stoc...	5%	55.56	51.79	50	52.38	85.71	48.57	74.6	62.5
Abundance	5%	50.9	30.48	34.46	46.61	53.93	50.24	50.13	37.8
Checkout O...	3%	46.35	35.66	45.44	33.57	46.1	46.58	46.74	57.48
Retail Theatre	3%	6.6	2.6	1.97	2.78	5.15	3.58	1.84	6.16

How to get your data in Q1

Everything you see in this document is a tiny fraction of the rich depth and breadth of data our subscribers enjoy every cycle.



Our next UK Grocery observation set

Dates to remember

Deadline to Subscribe:
January 15th 2024

Deadline to add Formats/Channels:
January 10th 2024

Results:
Mid February 2024

Packages

We offer a variety of packages, running from just data on you, to full market, multiple channels, extra competitors, investment guidance, and more.

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Talk to us to get your data now

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