From Points to Profits: Designing the Optimal Loyalty Program

Image created by OpenAI, 2025

Contents

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Executive Summary

Loyalty Programs have a long history dating back to 1851 or earlier. Yet some programs are considerably more successful than others. In this report we discuss the different commercial objectives sought from these schemes, how you can optimise their design, and what outcomes you should expect. The main conclusions are:

Reach: A typical Loyalty Scheme will eventually reach between 20% and 90% of a retailer's base. Partly the higher penetration rates are down to longevity. Schemes sign up around 17% at launch and grow at +2% per year after.

Effects: Loyalty Programs target a combination of commercial benefits. Behavioural – an increased share of wallet. Conative – a relationship that drives cross-sales. Attitudinal – brand liking that generates intangible value.

Acquisition: Using Behaviourlab, our large-scale randomised controlled trial approach, we find that sign-up incentives and exclusive access work best for acquisition. Better designs will add +30% more of your base over 5 years.

Participation: US Consumers join 14.8 schemes yet actively use only half. Given an active Loyalty Program member spends x4.6 more than a non-member, the value of activating sign-ups can fund compelling rewards.

Activation: Features such as personalised offers and partner firm discounts help increase participation. A well-designed scheme will x3 participation rates. The features that drive acquisition and participation are different.

Optimisation: There are some general rules around Loyalty Program design. But the details vary by category. Free delivery works best where online sales are larger. Personalised offers work best for higher-ticket products.

Bake-Off: Nectar has the best design for maximising behavioural loyalty. They have included the highest impact features and communicated them well. We can let you know where your program ranks if you're interested.

If you want to understand the details underlying these conclusions, read on. If you want to discuss these insights, including our perspectives on your specific questions, drop us a line. There is a vast amount of detail that we couldn't include in this report.

SUMMARY RECOMMENDATIONS

This report's main recommendations:

- **Align to Win:** It is impossible to design a successful scheme if the commercial objectives are either poorly articulated or not shared across the organisation.

- **Nail the Numbers:** The commercial objectives must be credibly measured, forecast, and tracked. These forecasts will also support design optimisation.

- **The Power of Free:** Don't charge for your Loyalty Program unless it's absolutely the only way to make the numbers stack up.

- **Invest in Acquisition:** Your Loyalty Program will benefit from a sign-up incentive. The question is, which incentive is the most cost-effective in your category?

- **Classic for a Reason:** For participation, use the established script — Personalised Offers and Loyalty Points. Then, for differentiation, be famous for a third feature.

- **Tailor, Tailor, Tailor:** Optimise for your category with post-launch A-B tests or pre-launch lab trials. Focus groups and attitudinal surveys aren't enough.

> **"**
> *Loyalty is created when a business learns something about a customer and responds with a better product or service.* **"**
>
> *Sir Terry Leahy*

An American Airlines DC10 carrying AAdvantage program members in 1981.

Introduction

The meeting rooms opposite Tesco's Cheshunt HQ where Clubcard was born

Loyalty Programs have been around for at least two centuries. Their purpose is to incentivise repeat purchasing through the accumulation of points that can be traded in for discounts or rewards. The box goes into more detail about how we've defined Loyalty Programs and how these schemes are different from private currencies, such as Bitcoin, or the beer credits accrued by temple officials in Ancient Egypt.

The UK's largest Loyalty Program is Tesco Clubcard. Launched in 1995, when Sir Terry Leahy was at the helm, Clubcard has 22m members - about 80% of households. Tesco is also the most adopted scheme, with 90% of their shoppers signed up. Likewise, the other schemes that are over 25 years old, Boots and Sainsbury's, enjoy 70% customer adoption. Conversely, Asda, Morrisons, Lidl, and M&S are relative newbies with commensurately lower membership rates. Fitting a line to this trend, about 17% of your customers sign up in the launch phase, and then you add 2% per year thereafter.

By this measure, the 3-year-old Asda scheme, at 49% adoption, is remarkably successful. Yet Loyalty Programs, as Sir Terry observed, aren't just about sign-ups. This is only half the battle. A typical US consumer has joined 14.8 schemes yet is only active in half. These schemes need to earn that loyalty with a better product or service. Sure, when designing a scheme, how do you drive sign-up? But after people have joined, how do you activate and nurture their participation?

Figure 1: Largest Loyalty Schemes
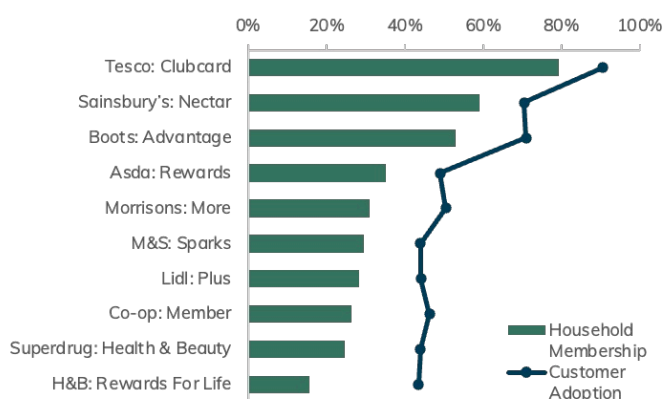
Source: Dectech fieldwork (n = 2,115). People chose household loyalty program membership from a list of 21 schemes. Customer adoption rates are defined as the proportion of members who have shopped at the store at least once in the past year.

- 5 -

What is a Loyalty Scheme?

The very first Loyalty Program, it has been argued, was a credit system used in the Ancient Egyptian Middle Kingdom starting around 2,000 BC[1]. Temple staff were allocated loaves and beer jug rations that in practice could be traded for other goods using a value system (i.e. what's this linen cloth's equivalent in beer jugs?). We would counterargue that these credits are in fact currency. They were issued by a sovereign power, the Pharoh, and backed by tradeable goods produced by the state. So, if this isn't a Loyalty Program, what is?

Contrasting Loyalty Programs with currencies and securities, they have five defining characteristics. First, Loyalty Programs are operated by non-sovereign entities, typically private companies. Second, there is no underlying asset, like grain or gold, that is either used directly or underpins the value of some promissory note.

Third, the Loyalty Program does not accrue interest, unlike, say, a private currency. Fourth, a Loyalty Program accumulates when you spend money at or undertake some activity to the commercial benefit of the issuer(s). Fifth, that accumulation can ultimately only be exchanged for goods or services available from the issuer(s).

Based on these definitions, the original Loyalty Program probably dates to 1851 when Benjamin Babbit sold his Best Soap with "trade marks". These trade marks could be cut from the packaging and exchanged for a company lithograph. There then followed a century of similar schemes culminating in American Airlines' launch of the AAdvantage frequent flyer program[2]. Meanwhile, in the UK, Babbit's idea eventually found the form of Green Shield stamps (1958), which was the OG Clubcard. Today the global Loyalty Program market is worth $200Bn according to Beroe, a procurement platform provider.
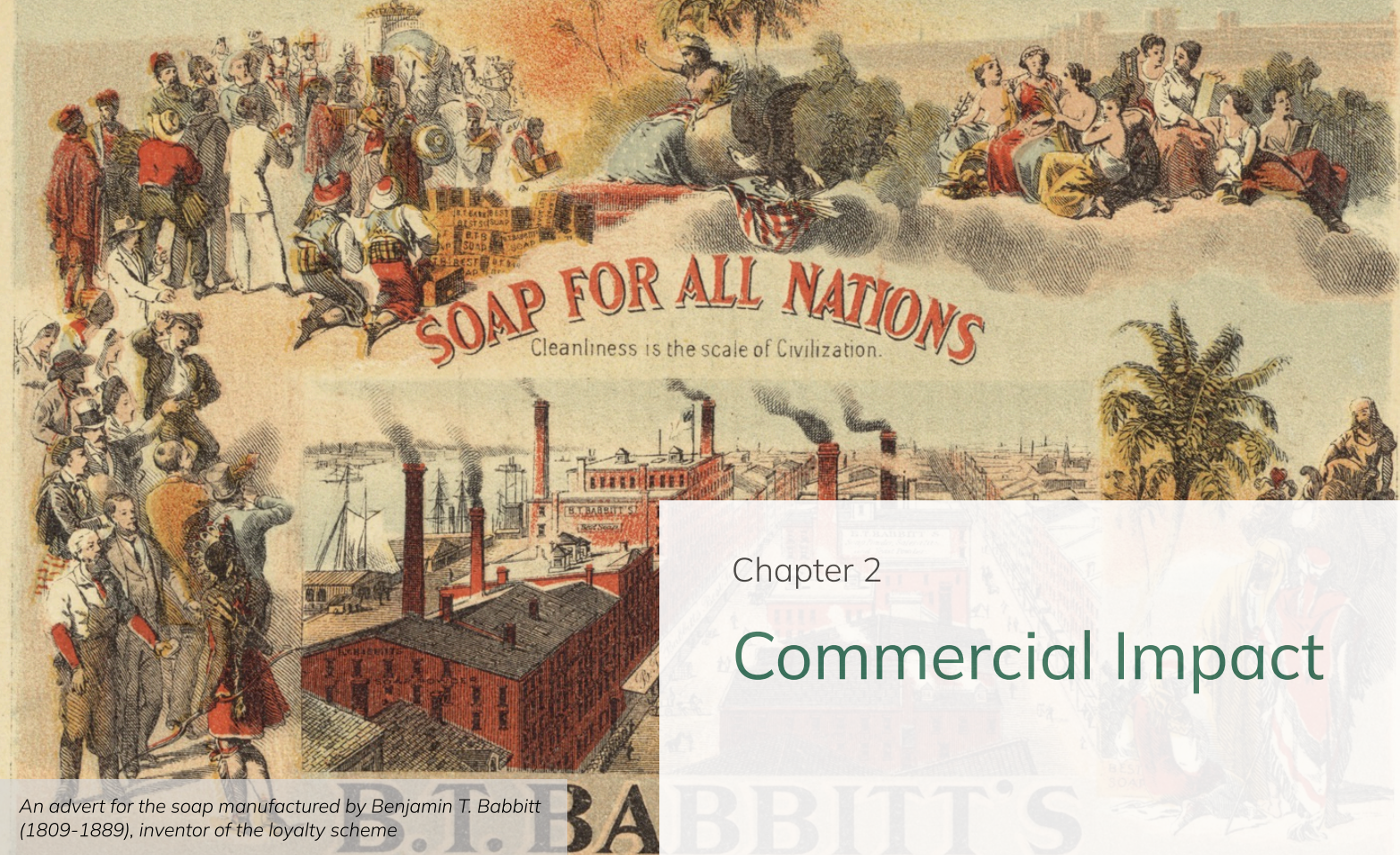
Figure 2: Ancient Egyptian Brewer

Source: Painted limestone. Old Kingdom, 5th Dynasty, ca. 2400 BC. Egyptian Museum, Cairo.

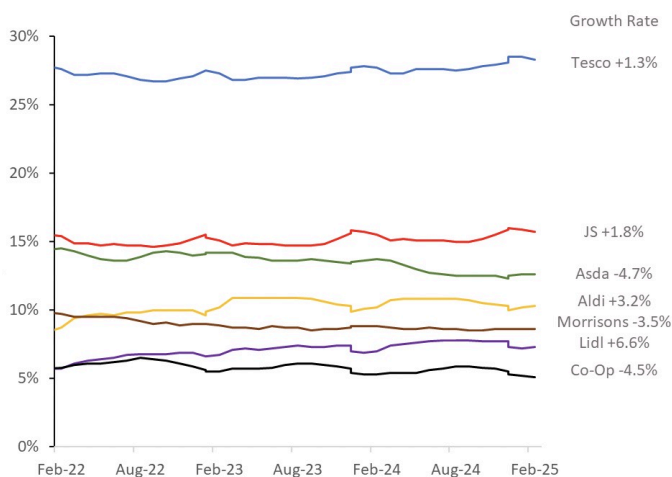[1] Kemp, B (2006) Ancient Egypt: Anatomy of a Civilisation (1st ed.). Routledge
[2] Technically this wasn't the first frequent flyer program. That was launched by Texas International Airlines two years earlier in 1979.

An advert for the soap manufactured by Benjamin T. Babbitt (1809-1889), inventor of the loyalty scheme

Commercial Impact

Figure 3: Post-Pandemic Market Share Trends

Growth Rate

Tesco +1.3%

JS +1.8%

Asda -4.7%
Aldi +3.2%
Morrisons -3.5%
Lidl +6.6%
Co-Op -4.5%

Source: Market share is Kantar Worldpanel rolling 12 week average[6]. Growth rates fit a linear trend and divide the gradient by the intercept to estimate the annual rate post-pandemic.

Before you address acquisition and activation, you need to ask why you want a Loyalty Program in the first place? What are the commercial benefits you are targeting? What will be the return on investment? The typical answer to this question is to increase share of wallet and thereby sales. A less common, but possibly more honest, answer is that your main competitor operates one, and you feel obliged to match them.

Our research shows that Loyalty Program members spend x4.6 more. There are obviously causality issues. The people who are already spending more with you are more likely to join your scheme. However, Figure 3 does support the thesis that having a scheme can also drive growth. Sainsbury's and Tesco have well-established and widely used schemes and are growing. Lidl has a scheme and is growing faster than Aldi, which has explicitly said that Loyalty Programs are prohibitively expensive.

[6] Grocery Market Share - Kantar. (2025). Kantarworldpanel.com. https://www.kantarworldpanel.com/grocery-market-share/great-britain/range/02.02.20/26.01.25

Deconstructing these growth ambitions, the research literature tends to coalesce around three different types of loyalty that generate higher enterprise value in different ways:

1. **Behavioural:** Consistently repurchasing from a brand and thereby driving up short-term sales and gross margin, after allowing for scheme costs and cannibalisation[3].

2. **Conative:** Identifying as a customer and so generating higher cross-sales propensity and greater intention to purchase new products[4].

3. **Attitudinal:** Liking a brand in the Shep Hyken sense. This generates potentially bigger, but harder to measure, value gains, such as brand trust and positive Word of Mouth[5].

Finally, it's worth noting that Loyalty Programs confer indirect benefits. The exhaust data from a Loyalty Program also lets you learn about your customers. Dunnhumby, the firm Tesco purchased to monetise Clubcard data, now generates £326m in sales. But, more importantly, it also allows Tesco to market more effectively and tailor the customer shopping experience. Moreover, unlike in-store promotions, these personalised offers are impossible for competitors to track and counteract.

" *Satisfaction is a rating. Loyalty is a brand* "

Shep Hyken, Author and Speaker
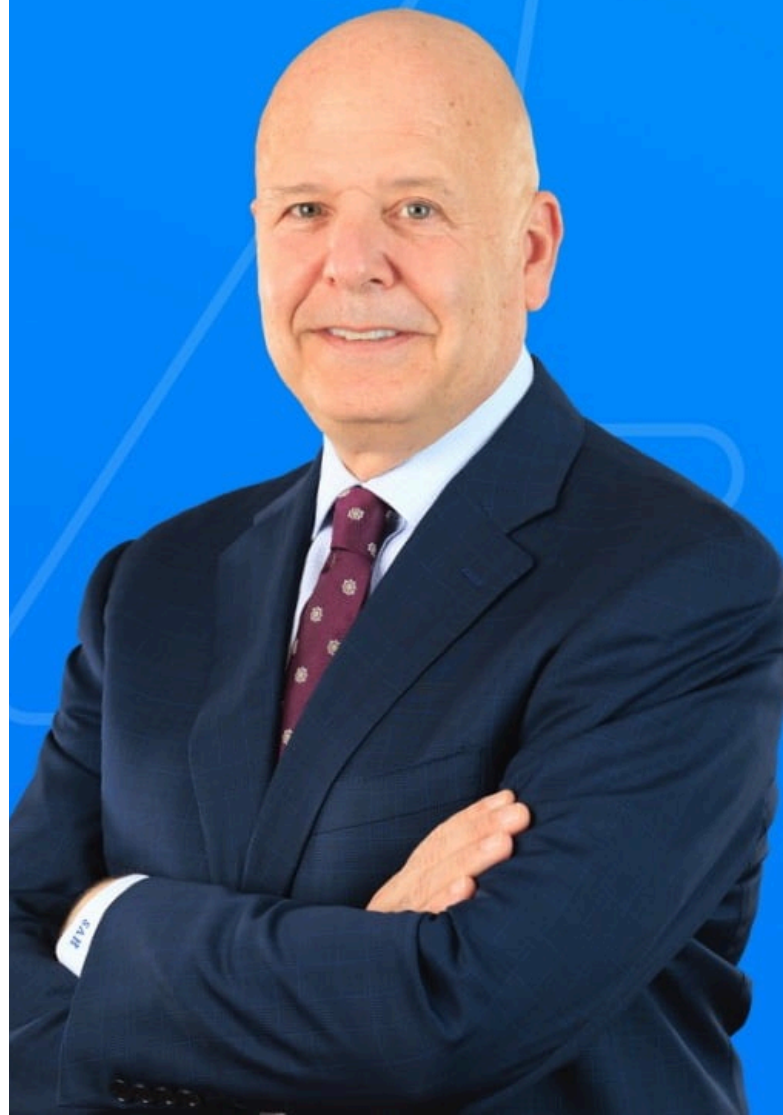
[3] Oliver, R. L. (1999). Whence consumer loyalty? Journal of Marketing, 63(4), 33–44.
[4] Gremler, D. D., Van Vaerenbergh, Y., Brüggen, E. C., & Gwinner, K. P. (2020). Understanding and managing customer relational benefits in services. Journal of the Academy of Marketing Science, 48(3)
[5] Wirtz, J., Mattila, A. S., & Lwin, M. O. (2007). How effective are loyalty reward programs in driving share of wallet? Journal of Service Research, 9(4), 327–334.
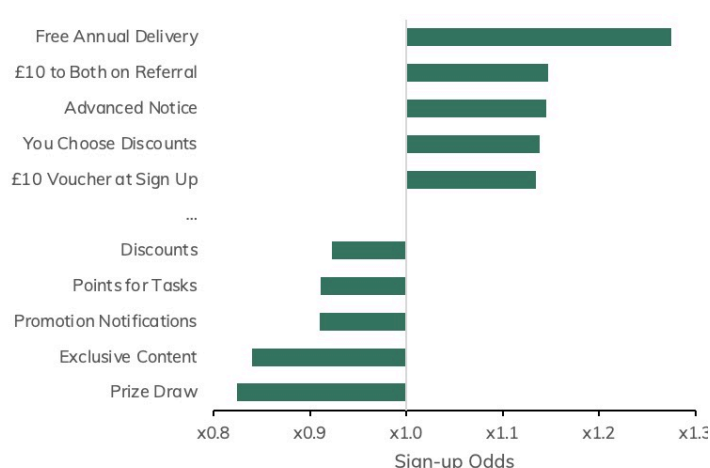
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The Love Your Body Club scored highest for Joining Rewards in our fieldwork with new members enjoying 15% off their first purchase.

Chapter 3

Acquiring Members

Having determined the business case and financial objectives, you then have to design the scheme. As noted, this means solving two problems—sign-up and participation. This section addresses the former. To explore what drives sign-up, we ran a Behaviourlab experiment. Behaviourlab involves asking paid participants to undertake a replica of a real-world process, in this case a Loyalty Program sign-up, in a randomised controlled trial where scheme cost, sector, and features vary between participants (see Appendix).

By far the biggest sign-up effect was cost. Participants were not particularly sensitive to the monthly subscription fee (i.e. £1, £3, or £5), just whether there was one. Having a fee reduced the sign-up rate by a full two-thirds(i.e. x0.33). If you can afford to make your scheme free, you will get three times as many members.

Beyond this, it didn't matter how many features were foregrounded in the sign-up process, and certainly more isn't better. The key driver is which features are foregrounded.

Figure 4: Acquisition Impact

Source: Dectech fieldwork (n = 2,115). The acquisition impact of features is based on exponentiated betas from a logistic regression predicting loyalty scheme sign-up in our experiment.

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Figure 5: Sector Variation

	Overall	Grocery	Clothing	Electronics
Free Annual Delivery	x1.27	x0.89	x1.93	x1.33
Charity Donations	x1.09	x0.87	x1.40	x1.11
Personalised Offers	X0.96	x0.77	x0.62	x1.82
Promotion Notifications	x0.91	x0.72	x1.61	x0.78
Occasional Purchase Rewards	x0.82	x1.19	x0.94	x0.84

Source: Dectech fieldwork (n = 2,115). The impact is the same metric used in Figure 4 run on three of the sectors we tested.

Overall, we tested 22 features. The five features with the best and worst acquisition effects are in Figure 4. Customers are most attracted by free shipping, which will x1.27 your sign-up rate. Similarly, a £10 incentive or advanced notice of product launches boosts acquisition by around x1.15. You need a hook, like Amazon Prime being famous for free delivery. Conversely, offering a monthly prize draw, access to content, or advanced notice of promotions (as opposed to being offered a personalised promotion) reduce sign-up propensity.

The three best features will x2.7 your acquisition rate relative to the three worst. Over five years, using the +2% base rate, a well-designed scheme will attract +30% more customers – the difference between stalling at 20% post-launch or extending your reach to 50% of the base.

But don't just ape Figure 4. Figure 5 shows how the highest impact features vary by category. Personalised offers work best in higher price point markets like Electronics. Free shipping is best for Clothing and Electronics, which are x3 more likely to be purchased online. Test your design so that it is tailored to your sector.

Driving Sales

The second question is how to activate members once they've signed up. As noted, the meaning of "activate" depends on your commercial objectives. Maybe you are trying to generate brand liking, and activation means greater engagement. Maybe you want more cross-sales, and activation is defined by direct marketing response. Maybe you want higher sales, so activation is measured with footfall or repeat purchasing.

Figure 6: Sales Impact
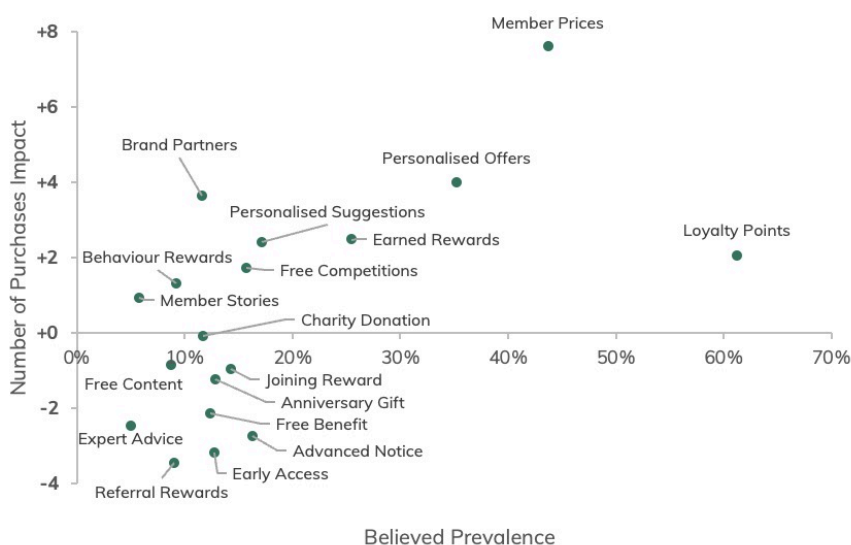
Source: Dectech fieldwork (n = 2,115). The horizontal axis is the percent of respondents who thought their loyalty scheme offered the feature. The vertical axis is the increase in the number of purchases per year made by people who knew about the feature, based on a statistical model of purchasing behaviour.

Figure 6 examines this question based on real-world purchasing behaviour. The vertical axis shows how much a given scheme feature is associated with increased purchasing. Where the scheme offers Member Prices, people make +7.6 more purchases per year. That's nearly triple the 4.7 purchases an average consumer makes across the brands we tested. As noted earlier, there are reverse causation caveats here. However, the sales effects shown in Figure 6 are similar to those we measured using the Behaviourlab randomised controlled trial, which doesn't have that problem.

Crucially, the features in Figure 6 that drive participation differ from those that drive sign-up. Member Stories and Free Competitions aren't good for acquisition but indirectly increase sales by converting a Loyalty Program into a community. Schemes are not just about discounts. People identify with their schemes. The schemes can act as signifiers in a semiotic sense. Conversely, offering joining rewards and providing advanced notice of events don't help with activation. They are the incentives to sign-up and then, post-acquisition, have done their job and should be set aside.

Meanwhile, the horizontal axis of Figure 6 is the average feature awareness. A low score means it's either not offered or members don't know about it. Loyalty Points and Member Prices are commonly offered and widely expected. The features that are less common or underpromoted that drive higher purchasing are in the top-left corner. Relatively few schemes offer discounts or rewards at other brands, possibly because Partner Offers don't drive acquisition. Figure 6 shows that this benefit can be used to drive participation and is currently either uncommon or not widely understood.

Finally, given that we know which features drive purchasing and which schemes are known by members to have those features, the overall effectiveness of different Loyalty Programs can be calculated. The winners of this Activation Design bake-off are shown in Figure 7. Nectar (Sainsbury's and Argos) wins. It beats Clubcard by a nose because it's better known for Personalised Offers and does well on having Brand Partners. Similarly, Co-op is famous for Member Prices and Boots is strong on its Loyalty Points. If your scheme is not on this list, call us, and we can tell you why...

Figure 7: Top 10 Programs
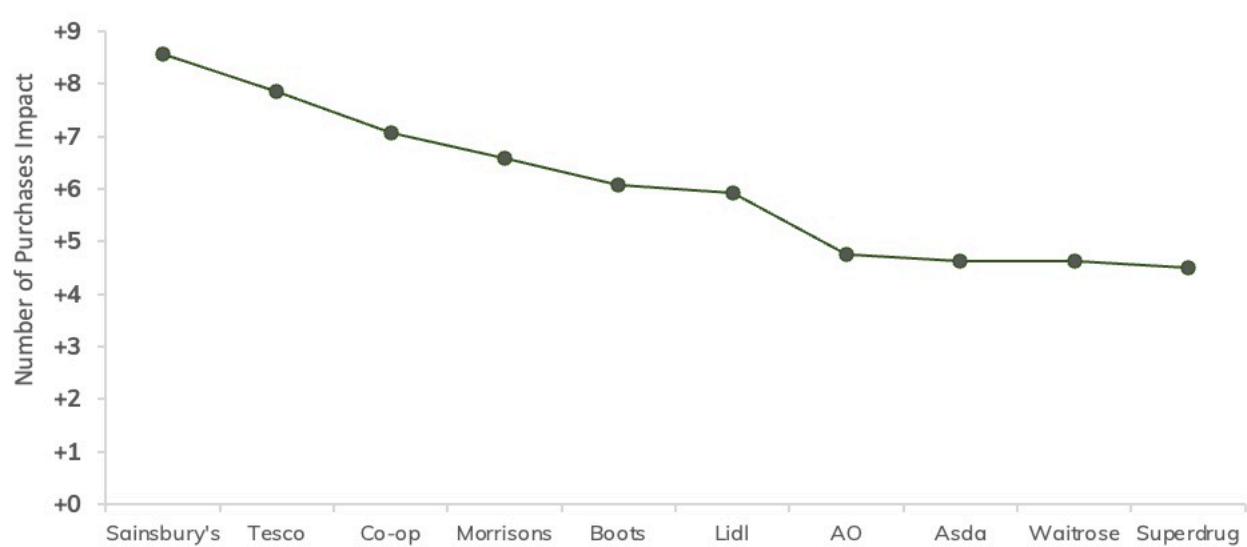
Source: Dectech fieldwork (n = 2,115). The estimated impact of each loyalty scheme is based on the modelled sales impact of their features multiplied by the proportion of members who believe that loyalty scheme has that feature.

If You Don't Believe Us.... Believe Belli

Loyalty Programs in their current form have been around for decades all over the world. Yet, the effectiveness of Loyalty Programs is still actively debated. Some firms see them as transformational, and others have had poor experiences. As a result, there's a parallel debate in the academic literature.

And so it was that in 2021 Prof. Alex Belli, now at the University of Melbourne, undertook an epic meta-analysis of 110 papers spanning thirty years and measuring 429 effect sizes to extract the main messages[7].

Unsurprisingly, given publication bias, he and his co-authors found strong evidence that Loyalty Programs increase customer loyalty[8]. More interestingly, they also identified how those effect sizes vary with scheme design. These results are shown in Figure 8.

The most impactful feature is whether the scheme is invitation-only and, relatedly, if it includes access to exclusive events. Likewise, it's better to offer rewards that use your own products (Direct), and people don't like Attention. Hold off on the anniversary gifts.

These results aren't easily compared to those reported here. Belli coded features differently; the features coded don't overlap entirely with ours; our focus was on sales, rather than any broader effects, such as brand liking; and our results relate to the UK today rather than globally back to the 1990s.

However, the high-level message is consistent. Scheme design does significantly influence performance. Not all programs are born equal. You need an accurate design optimisation process to ensure success.

Figure 8: Loyalty Scheme Success Drivers
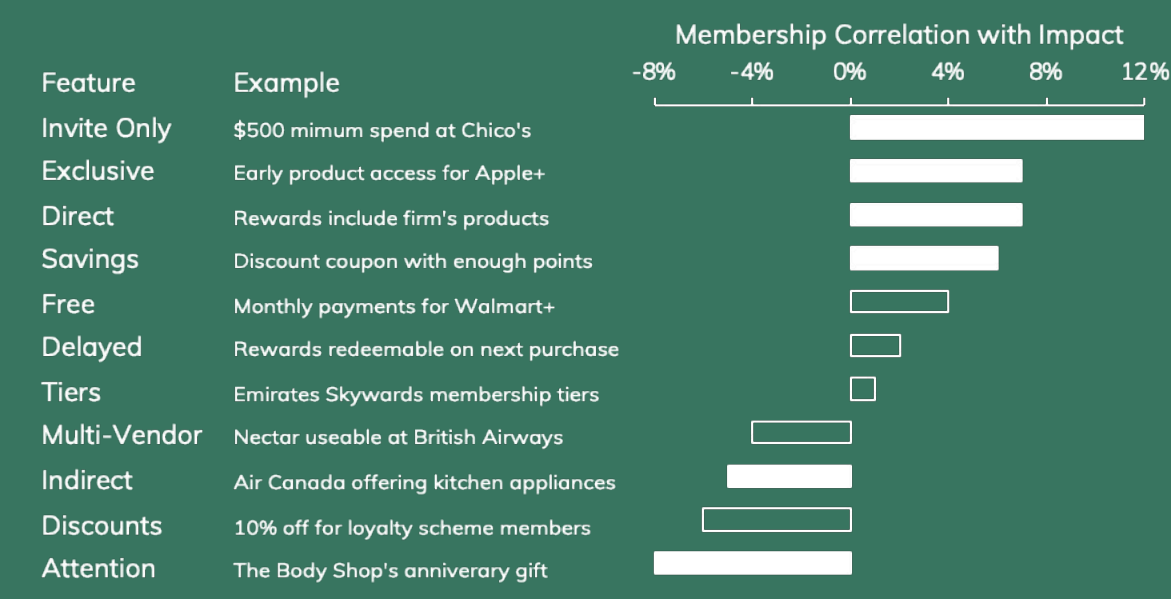
Source: Meta research by Alex Belli while at the University of Adelaide based on 110 papers. Performance is measured using the Pearson correlation of the published effect sizes, typically the difference on some outcome of interest (e.g. annual sales, product holdings, or brand liking) between the Loyalty Program members and the non-member control group. Filled bars are statistically significant at $p = 0.01$.

[7] Belli, A. et al. (2022). 40 Years of Loyalty Programs: How Effective Are They? Journal of the Academy of Marketing Science, 50, 147–173.
[8] In fairness to Prof. Belli and his colleagues, they were explicitly conscious of this problem and actively searched for unpublished papers and studies to include in the analysis.

Recommendations

Our research details how Loyalty Programs can provide extraordinary commercial uplift and wider intangible benefits for retailers when well designed. Part of the challenge is that they must solve two problems—acquisition and participation. Based on our findings, there are six main recommendations on how to construct a winning scheme:

- **Align to Win:** Loyalty Programs can deliver many benefits, from a larger share of wallet to brand advocacy, whose enterprise value impact will vary by sector. Clearly it is difficult to design a Loyalty Program where the commercial objectives are either poorly articulated, inadequately understood, or not shared across the organisation.

- **Nail the Numbers:** These commercial objectives need to be measured, forecast, and tracked. For example, our work suggests a stretch target of 25% base sign-up at launch and +5% per year thereafter. Such forecasts also support iterating the design and costing the program. What size is the optimal discount?

- **The Power of Free:** The Zero Price Effect is well-documented. Consumers respond disproportionately to free. Don't charge for your Loyalty Program unless it's the only way to make the numbers stack up. And in that scenario, consider making the scheme free but exclusive, contingent on some minimum spend.

- **Invest in Acquisition:** Your Loyalty Program will need a sign-up incentive. The question is, which is the most cost-effective incentive? In our experiment a £10 voucher was x1.15 better than a £10 gift (unless it's a Rubik's Cube and it's 1981). Alternatively, consider advanced notice or exclusive access offers. Or £25.

- **Classic for a Reason:** For activation you need to go with the script that customers already know and can navigate—Member Pricing, Personalised Offers, and Loyalty Points. That said, your scheme also needs to be famous for something. Beyond these basics, you need to invent a social media-friendly feature.

- **Tailor, Tailor, Tailor:** The optimal strategy will vary by category. You have to iteratively test your design. This might be post-launch A-B tests or pre-launch lab trials, like those used here. But know this: focus groups and attitudinal surveys aren't enough, as evidenced by the Graveyard of Failed Schemes.

Detailed Methodology

Sampling

The primary research undertaken for this report was conducted online. Respondents were a nationally representative sample of 2,115 UK consumers aged 18 and over who were a member of at least one loyalty scheme and who were responsible within their household for purchasing products for which they were later shown loyalty schemes for in the experiment (groceries, clothes, and/or consumer electronics).

Behaviourlab

Behaviourlab is our bespoke online test platform that uses a randomised controlled trial to address key commercial questions more accurately. The method follows modern academic standards of eliciting consumer preferences and forecasting their behaviours.

This research involved putting participants through a realistic simulation of a loyalty scheme sign-up journey for K&H, a fictional retail brand (see Figure 9 for an example). Participants were shown a loyalty scheme for one of three types of retail stores (a grocery store, a clothing store, or a consumer electronics store) and asked to read the details of the loyalty scheme and to decide whether to sign up or not.

The loyalty schemes were randomized in a number of ways (see Figure 10). Specifically, in addition to randomising the store, the loyalty scheme would either include no sign-up fee or a £1, £3, or £5 per month fee and would either include 2, 3, or 4 features, each chosen at random from separate categories (Figure 11).

After the loyalty scheme sign-up journey, participants who had signed up indicated their likelihood of doing so in reality on an 11-point Likert Scale ranging from "Extremely Unlikely" to "Extremely Likely." All participants were also asked to rate the likelihood of purchasing from the fictional brand on the same 11-point Likert Scale and to rate agreement with five perception statements regarding the loyalty scheme on a 7-point Likert Scale ranging from "Strongly Disagree" to "Strongly Agree."

We also asked participants a series of questions about two retail brands they had purchased a product from in the last 12 months—one they had a loyalty membership with and, where possible, one they did not have a loyalty membership with. Questions included purchase frequency from the brand in the last 12 months, spend and number of items purchased during the most recent purchase, and likelihood of recommending the brand to friends or colleagues. For brands participants had a loyalty membership with, we also asked what features they believe the loyalty scheme includes.

Figure 9: Example Loyalty Scheme Sign-Up Journey

Figure 10: Summary of Experiment Conditions

	Element 1	Element 2	Element 3	Element 4
Retail Store Type	Groceries	Clothing	Consumer Electronics	
Sign-Up Fee	Free	£1 per month	£3 per month	£5 per month
Number of Features	2	3	4	

Modelling

The analysis involved statistically modelling whether the type of retail store, sign-up fee amount, number of features, and features included affected the sign-up rate (binary logistic regression), sign-up likelihood (ordinal regression), purchase likelihood from the fictional brand (ordinal regression), and perceptions of the loyalty scheme (linear regression) shown in the experiment.

We also modelled whether respondents had signed up to the loyalty schemes of the real-world brands they had been asked about (binary logistic regression), their likelihood of recommending these brands (ordinal regression), and the number of purchases in the last 12 months from the brands (linear regression).

The purpose of modelling is in part to control for the impact of other information (such as consumers' age) and thereby isolate and estimate the impact of different benefits on the dependent variables. The set of controlling factors included existing loyalty scheme usage, current spend, current purchase frequency, and demographics. Modelling also allows us to identify the statistically significant effects and avoid reporting insights that are simply noise.

Figure 11: Loyalty Scheme Features Tested

Feature Category	Features	Feature Title and Description Shown
Savings	Discounts	Discounts on all purchases: Enjoy 2% off all our products. On top of any promo sale.
	Personalised offers (selected by retailer)	Offers just for you: Enjoy 10% off three products we think you will love (max item value of £20). On top of any promo sale.
	Personalised offers (selected by customer)	Discounts on your favourites: Enjoy 10% off three products of your choice any time you buy them (max item value of £20). On top of any promo sale.
	Member prices	Member-only prices: Enjoy member-only prices on specific products.
	Loyalty points	Collect and spend points: Earn 1 loyalty point for every £1 you spend. Use your points for any purchase. 100 points are worth £2.
Joining Reward	£10 voucher at sign-up	Receive a free welcome gift: Enjoy a £10 K&H voucher from us when you join as a member.
	£10 gift at sign-up	Receive a free welcome gift: Choose a free welcome gift worth £10 from a range of products when you join.
Gifts	Occasional purchase rewards	Rewards on purchases: Occasionally you'll receive special surprises & rewards when you purchase.
	Prize draw	Exclusive prize draws: Have a chance to win in our free monthly member-only prize draws.
	Birthday gift	Birthday gift: Receive a special gift from K&H on your birthday.
Referral Rewards	£10 on referral	Refer a friend for rewards: Get rewarded with a £10 K&H voucher when you get a family member or friend to join Super Perks.
	£10 to both on referral	Refer a friend for rewards: Get a family member or friend to join Super Perks and you both get rewarded a £5 K&H voucher.
Charity Donation	Charity donation (chosen by customer)	Charity donations: Every time you shop we'll donate 10p to a charity of your choice from K&H's charity partners.
	Charity donation (chosen by retailer)	Charity donations: Every time you shop we'll donate 10p to a K&H chosen charity.
Free Benefit	Free hot drink vouchers	Free hot drink with purchase: Get a free tea or coffee at our stores after every purchase.
	Free annual delivery	Free annual delivery pass: Get free priority delivery and click + collect on all of your orders.
Member Notifications and Content	Advanced notice of product launches	Receive timely notifications: Be first to hear about new product launches or special in-store events.
	Promotions notifications	Receive timely notifications: Be first to hear about promotions or special prices on our products.
	Exclusive content	See exclusive content: Access articles, blogs, and videos from K&H.
Partner Offers	Food box delivery	Exclusive partner offers: Get access to special offers and discounts from our food box delivery partner brands.
	Footwear	Exclusive partner offers: Get access to special offers and discounts from our footwear partner brands.
	Consumer electronics	Exclusive partner offers: Get access to special offers and discounts from our electronics partner brands.
Behavioural Rewards	Points for tasks	Engage and get rewarded: Collect points by visiting our website, leaving products reviews, and engaging with our posts on social media.

About Dectech

Dectech provides the most accurate and best value forecasts available on how people will behave in new situations. As you can tell, we are enthusiastic proponents of doing behavioural experiments. Founded in 2002, we ran our first Behaviourlab study a few years later. We are based in London and staff owned. We regularly publish reports, podcasts and short briefs. Follow us on social media to receive them or stop by our website to sign up for email notifications.

Example Clients

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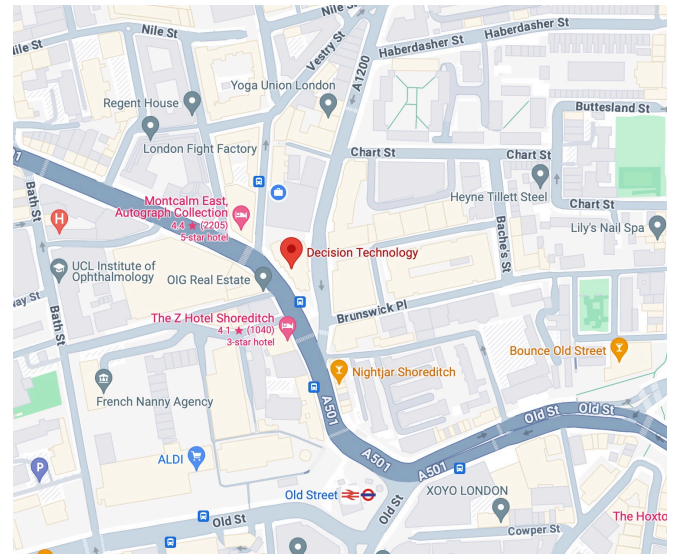
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