

THE MARKETING SOCIETY
**INSPIRING
BOLDER
MARKETING
LEADERSHIP**



@themarketingsoc
#davelewis



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WELCOME ANNUAL LECTURE DAVE LEWIS



@themarketingsoc
#davelewis



Martin Glenn

CEO

The Football Association

@themarketingsoc

#davelewis





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#davelewis



Dave Lewis

Group CEO

Tesco

TESCO

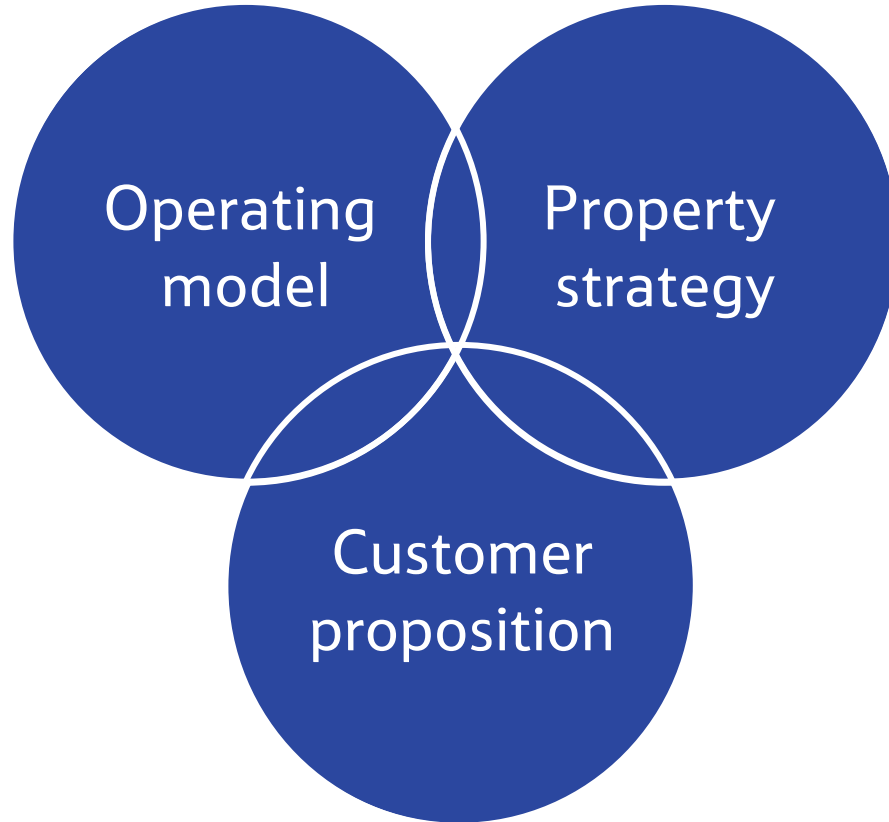
The logo consists of the word "TESCO" in a bold, red, sans-serif font. Below the text are five parallel, blue diagonal stripes that span the width of the word.

“Open heart surgery in public”

“Brand cardiology”

Disclaimer

The success story



Customer Proposition

FUNCTIONAL:

Service, Quality, Availability, Range, Price

EMOTIONAL:

Every little helps



Customer champion



Self-service
shopping



Resale Price Maintenance



Tesco goes to war on Resale Price Maintenance outside the company's Leicester store in December 1961

Value proposition

TESCO

Checkout

**Checkout the impact
Tesco has made on prices
in your High Street.**

"The balloon goes up in High Street price war"
The Times, 10th June

"HIGH NOON IN THE HIGH STREET. Tesco fired the first shots of a High Street war yesterday when they gave price cuts up to 25 per cent..."
The Sun, 10th June

"First bit of excitement in the High Street for years!"
Sun cartoon, 11th June

"Rush to cut-price Tesco's"
Daily Mail, 10th June

"Shoppers storm the cut-price shelves"
Daily Mirror, 10th June

"Surely the Tesco move is what housewives have been wanting all along? Steady prices maintained as consistently low as possible."
Evening Standard, 9th June

"Prices fight turns the clock back. Oh what a lovely war!"
Daily Mirror, 11th June

"SHOPPERS WIN THE PRICE WAR. At the moment, an average family would save between £1 and £2 a week by shopping at Tesco."
Daily Express, 10th June

**Checkout at
TESCO**

Price cuts that help keep the cost of living in check.

1 page advertisement for Tesco Ltd.
Sunday Mirror, Sunday Pictorial & Sunday Mail—June 10, 1977
Sunday Express—June 11, 1977
Sunday Mirror—June 10, 1977
Mirror of the Worker & Worker—June 10, 1977

First online shop



Helping
communities

HELP YOUR
LOCAL SCHOOL
GET FREE
COMPUTER
EQUIPMENT

(SEE REVERSE OF
LEAFLET FOR
DETAILS).



Computers
for Schools

HELP YOUR
LOCAL SCHOOL
GET FREE
COMPUTER
EQUIPMENT

(SEE REVERSE OF
LEAFLET FOR
DETAILS).



HELP YOUR
LOCAL SCHOOL
GET FREE
COMPUTER
EQUIPMENT

(SEE REVERSE OF
LEAFLET FOR
DETAILS).



Computers

Computers

Computer

TESCO Clubcard



Helping families



Parent & Child Parking

It's so much easier when
you shop from home

www.tesco.com

Reserved for children under 5 so that parents have room for pushchairs

Baby changing



24 hour
shopping



Personal
finance

TESCO

Personal Finance

Own brand
ranges

TESCO

finest ★

New customer needs



tesco.com
deliveries

Freshly clicked.

And that's guaranteed.



tesco.com/groceries

58

Freshly clicked.

And that's guaranteed.



tesco.com/groceries

TESCO

BD62 XER

Some numbers...

Penetration




87% of UK
customers shop
with Tesco each
year

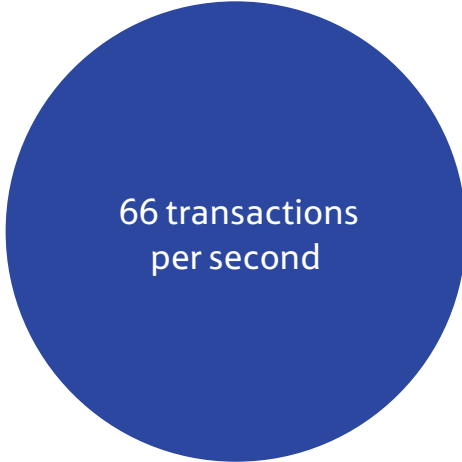
16m active Tesco
Clubcard users

Delivered to
99.6% of UK
postcodes

Frequency



42m transactions
per week

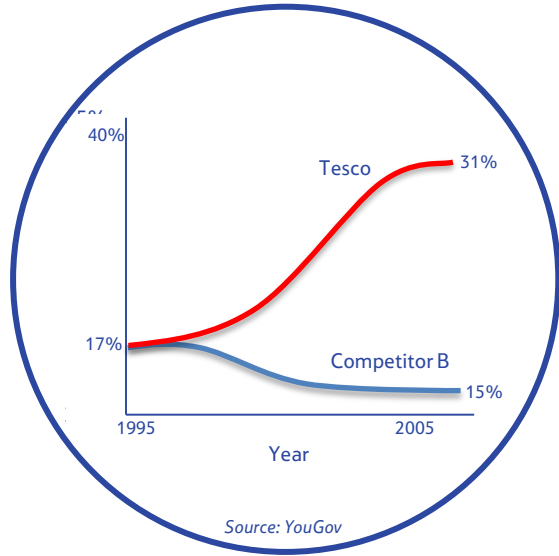


66 transactions
per second



Average shopper
visits 76 times per
year

Strength of Brand

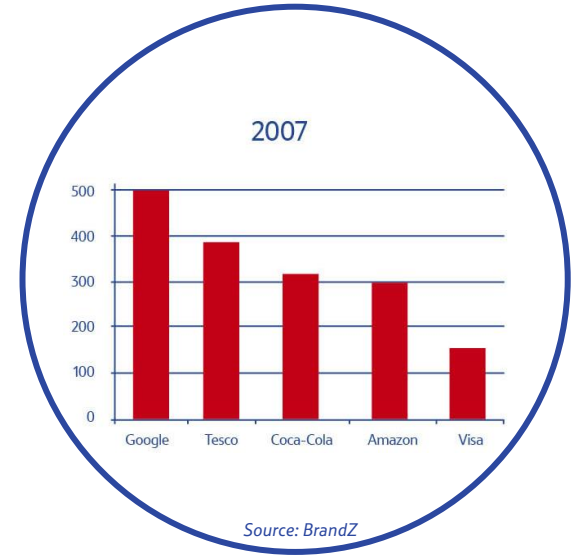


Grocery Market Share

“Britain’s most admired company”
three times in four years

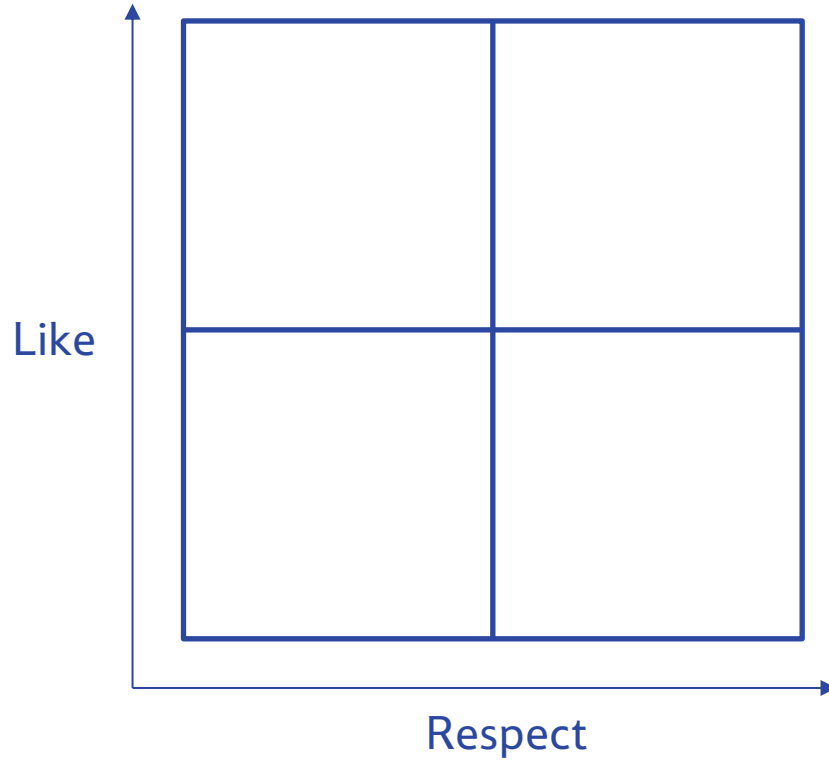
Source: Management Today 2006

Recognised Brand

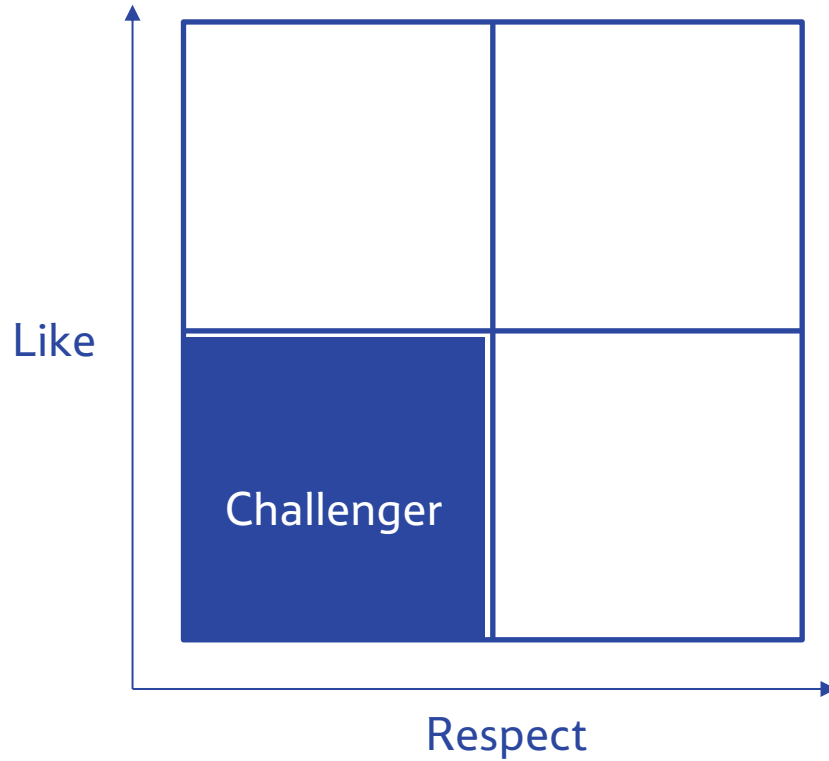


Brand Power

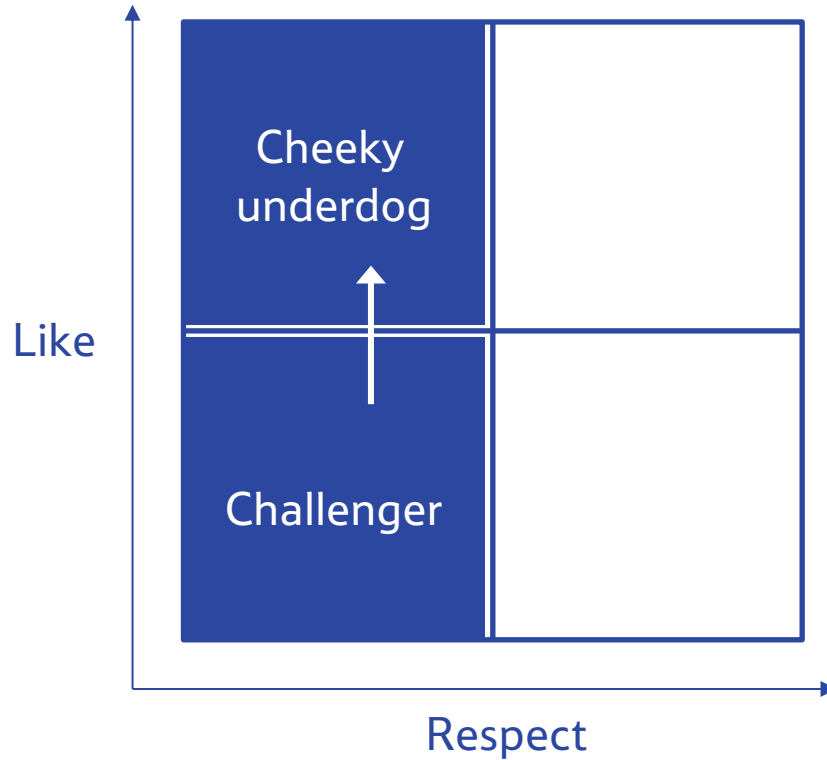
UK Psyche



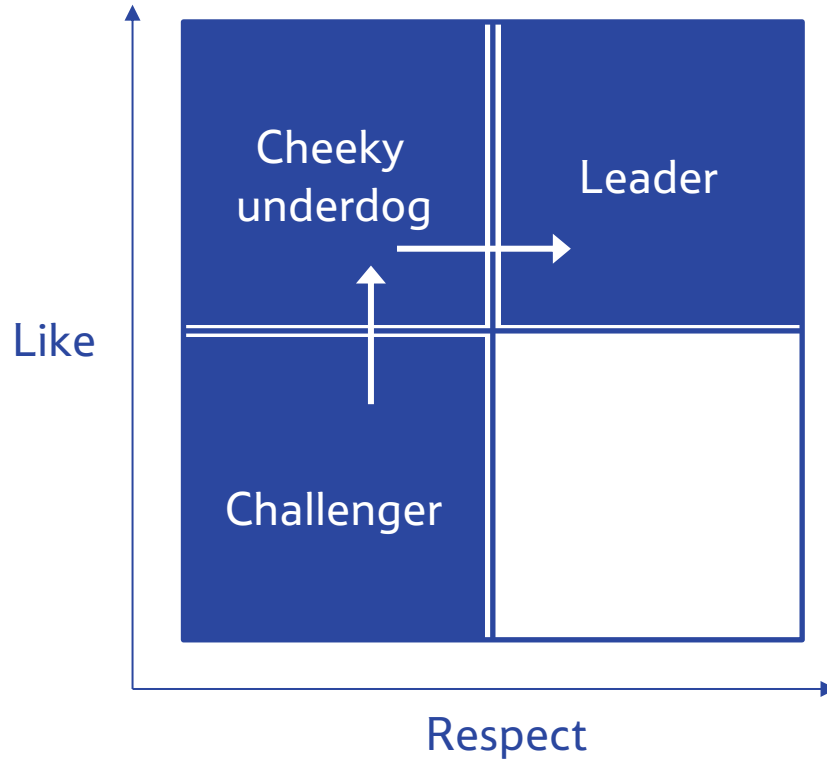
UK Psyche



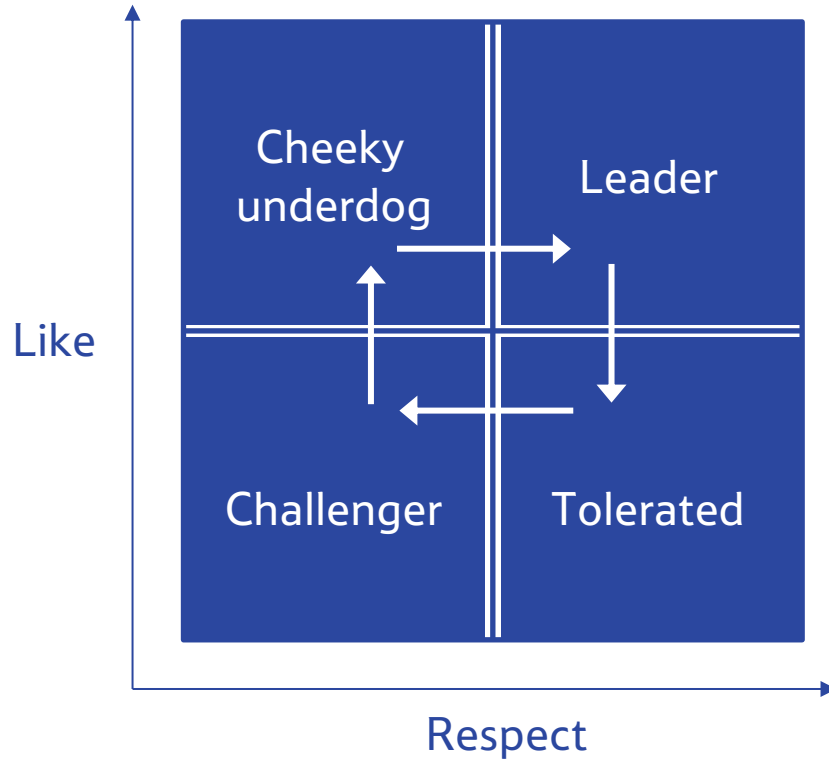
UK Psyche



UK Psyche

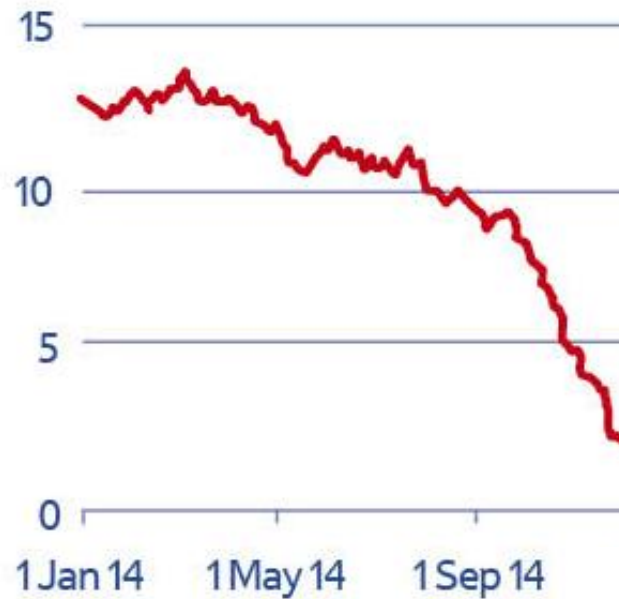


UK Psyche



Erosion of Brand Power

Tesco Brand Index Score



Rebuilding



Archaeology

Listening



Colleagues

Listening



Colleagues



Customers

Listening



Colleagues



Customers



Partners –
Our suppliers

Listening



Colleagues



Customers

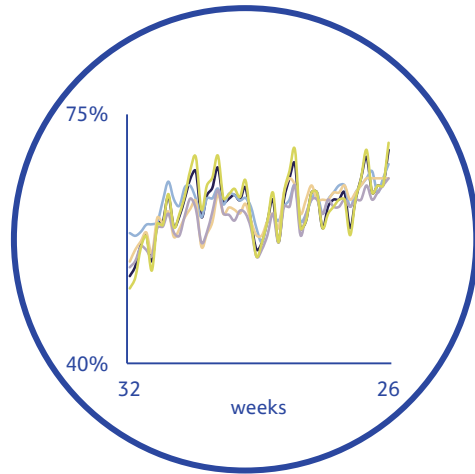


Partners –
Our suppliers

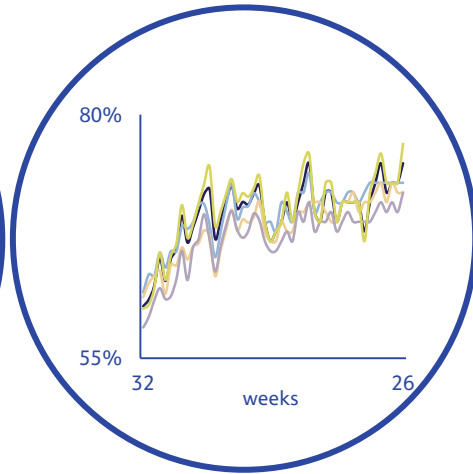


Stakeholders

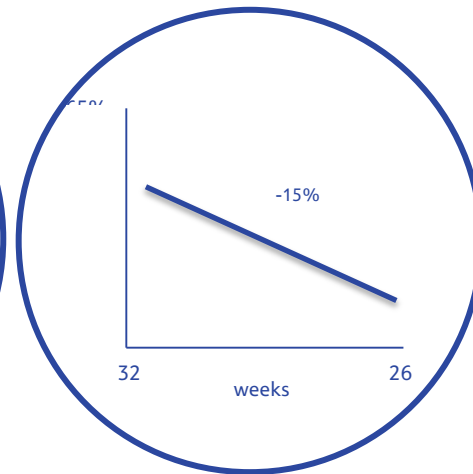
We invested in our customer offer



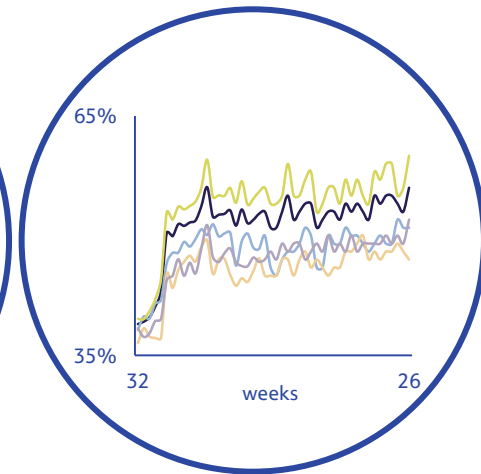
Service



Availability



Range



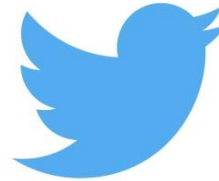
Price

Communication partners

BLUE
RUBICON



MEDIACOM



We articulated our purpose



From running shops...
...to serving people

Serving



Britain's



shoppers



a little



better



every day



Serving Britain's shoppers a little better every day

Colleagues
Attitude
The personal
touch

2,500 local
stores within
minutes of the
nation. Serving
each and every
one of Britain's
communities.
Local up not
National down.

Customer first,
knowing the
customer
better than
anyone else

Humble,
but heroic:
always
trying
harder

The right
mix of price,
quality,
range and
service.
Uniquely
Tesco
products &
services.
(desirable /
affordable)

Continual effort to
always be better

Every little helps
serve Britain's shoppers a little better every day

Helpful advertising

**Last night's
crème brûlée.
Bake it...**

We have all the delicious
ingredients you need.
Simply pop in to our
local Tesco, freshened
to this exceptional
Tastemade.



TESCO
Every little helps

...or fake it.

Crème brûlée is hard
to fake. But we can help.
Simply pop in to our
local Tesco, freshened
to this exceptional
Tastemade.



TESCO
Every little helps



**This much
spinach**

TESCO
Every little helps

**Makes
this much
spinach**

Our 10 bags of spinach
are fresh and tender.
But how much of this you
can eat? We have the
answer. It's in the bag.
(and perhaps a bit of
cream).



TESCO
Every little helps

Helpful advertising

TESCO
Every little helps



Have the coolest party

From parties for kids to hosting wine and food clubs, it's all here. Stay cool with your Charles Heidsieck Chablis, T. Morgan's Pinot Noir or our Small Batch or Grand Tasting Chablis. How just is?



TESCO
Every little helps

Stanley's perfect crackling

Simply take a sharp blade, score the skin diagonally and add some salt. Or alternatively, pick up one of our pre-scored joints and get cracking. For more recipes and tips visit tesco.com/health



TESCO
Every little helps



A big step for your little one

It's not a worry. With this shoe guide, they'll be sure to take on the first day. Shoes start at 17, and we've doubled the value of your 10-year-old's shoes to help you get the most out of them.





Party food Ad Tracking

Enjoyment

44

Branding

3.96

Active Involvement

6.59

Key Message A

69

Likelihood to shop

40

Brand Affinity

34

Helpfulness

54

Community



Farm to Fork
1.2 million children



Bags of Help



Food Collections
30 million meals

Partnerships



Sustainable agriculture



Small suppliers



FareShare Food Cloud
All surplus food to charity by
2017

Product



Innovation



4.5bn calories



Treats for all

Propositions



Brand Guarantee



4G at no extra cost



Foregone interest

Giving back



Local community



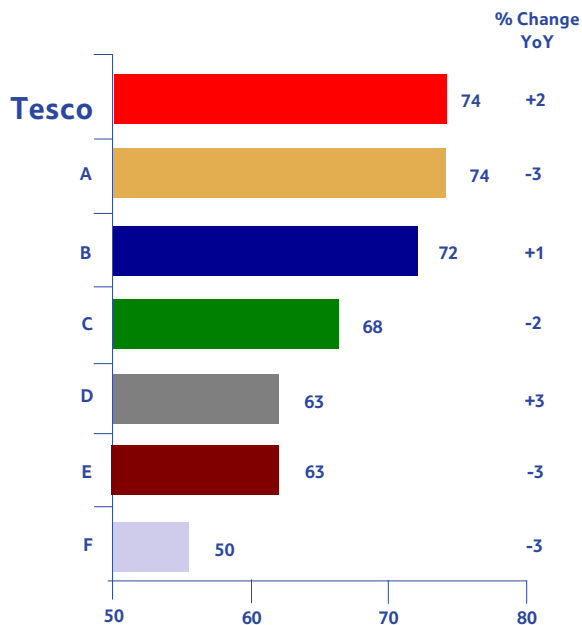
Race for Life



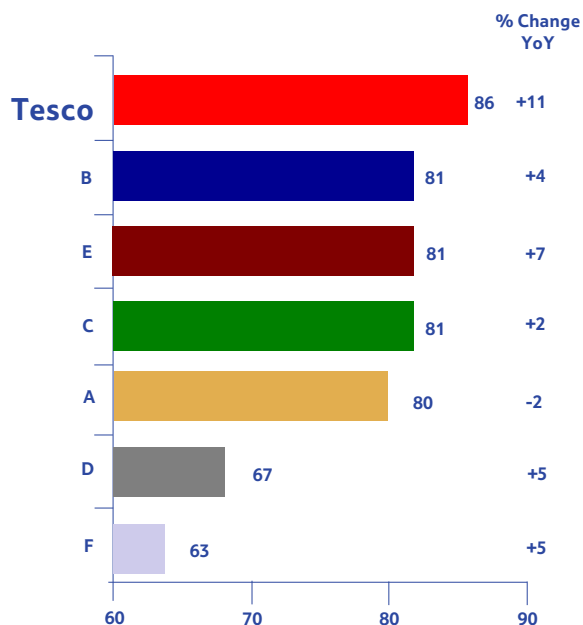
Charity partnership
£7.5m

Christmas Customer Spotlight

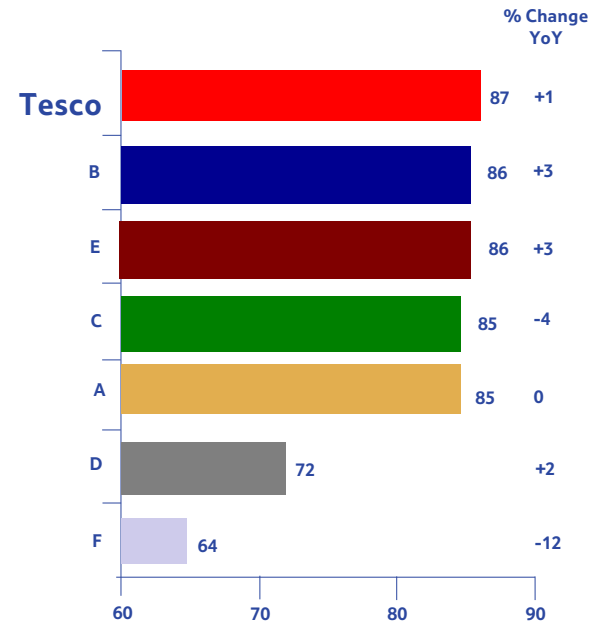
Customer waiting time



Colleague festive spirit

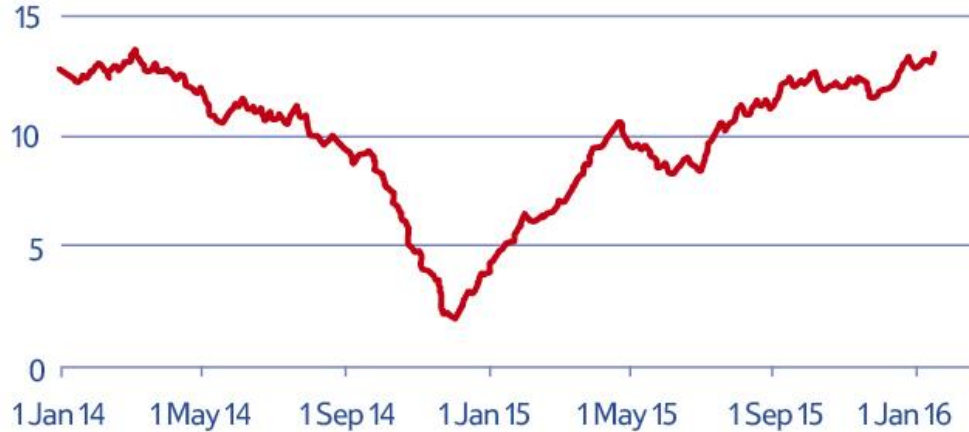


How festive the store looked & felt



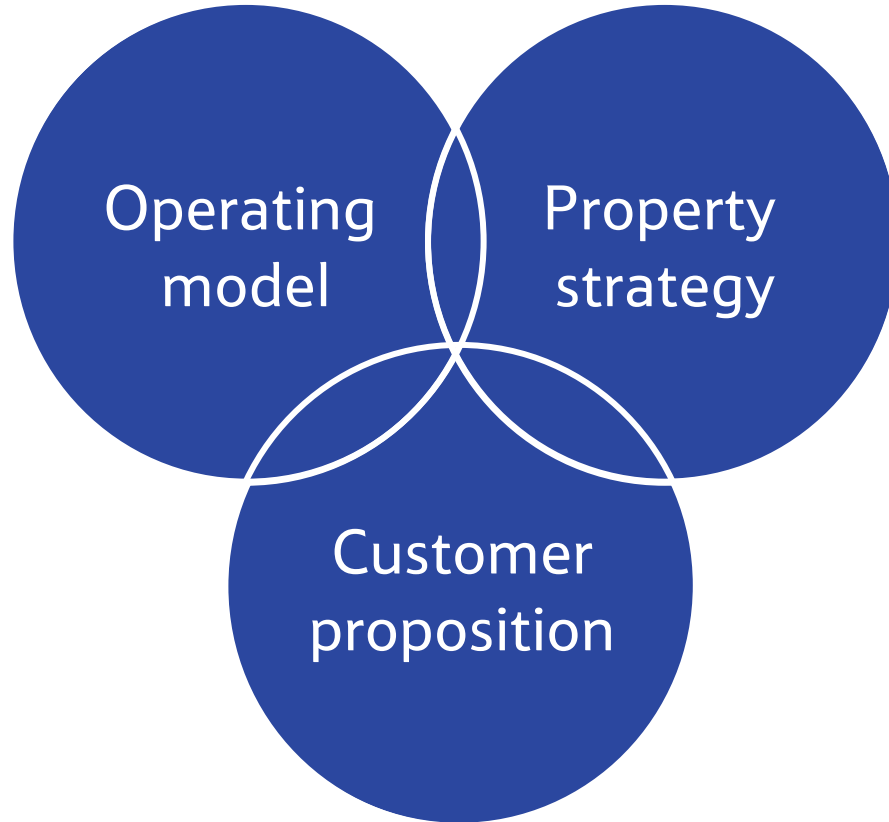
Tesco...can you feel a pulse?

Tesco Brand Index Score



YouGov BrandIndex Index January 2014 - January 2016

Still crucial



But purpose driven

*Every little helps
serve Britain's shoppers a little better every day*

“Brand cardiology”





@themarketingsoc
#davelewis



Ray Snoddy

Media Consultant and Presenter
BBC's NewsWatch

Dave Lewis

Group CEO
Tesco

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#davelewis





@themarketingsoc
#davelewis



QUESTIONS

Tell us your name and company

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DATES FOR YOUR DIARY

13 APRIL



**AGM & MEMBER
DRINKS**

MBA | 6.30pm

18 - 22 APRIL



**ADVERTISING WEEK
EUROPE**

Picturehouse Central | All day

26 APRIL



**CEO CONVERSATION
PAUL GEDDES**

Bloomsbury House | 6.30pm

19 MAY



**CEO CONVERSATION
ANDY DUNCAN**

Bloomsbury House | 6.30pm

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