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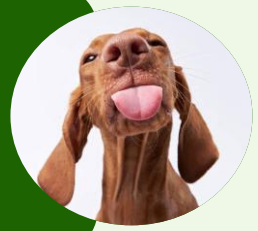
LOYALTY REVOLUTION OR EVOLUTION

Before,
a glimpse of
zooplus

WHO ARE WE?

FOUNDED
1999



NET SALES
3bn €

SUPPLIERS
+250

COUNTRIES
+30

CUSTOMERS SHOPPING EVERY DAY
+100K

ACTIVE CUSTOMERS
12m

OUR VISION

We believe in celebrating PET LOVE every day

OUR MISSION

We are the pet destination:
LOVE YOUR PET,
trust us with the rest

STRATEGIC LEVER: LOYALTY

MORE THAN 20 YEARS WITH ZOOPOINTS, 10 YEARS WITH SAVIGS PLAN AND 2 YEARS WITH AUTOSHIP

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A JOURNEY OF TRANSFORMATION THROUGH THE 4W FRAMEWORK

W_1	W_2	W_3	W_4
WHY	WHAT	WORK	WIN

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W1 WHY

START WITH OBJECTIVE

WHY ARE WE DOING THIS?

CUSTOMER PERSPECTIVE

- Value
- Recognition
- Access
- Relevance
- Connection

BUSINESS PERSPECTIVE

- Retention
- Sustainable Growth
- Customer Intelligence
- Lifetime Value
- Customer Advocacy

Celebrate pet love every day by **rewarding trust**, deepening emotional bonds, and turning customers into **loyal advocates** that strengthen lifetime value

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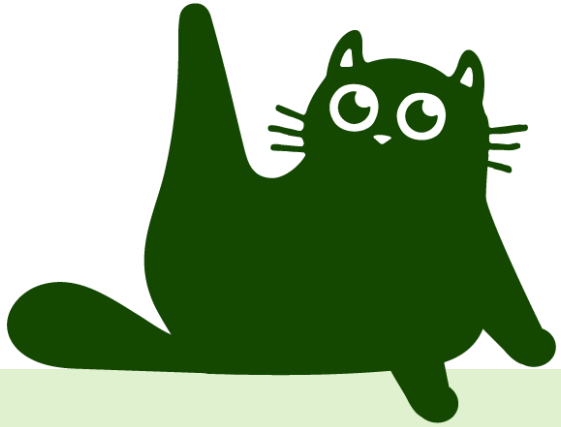
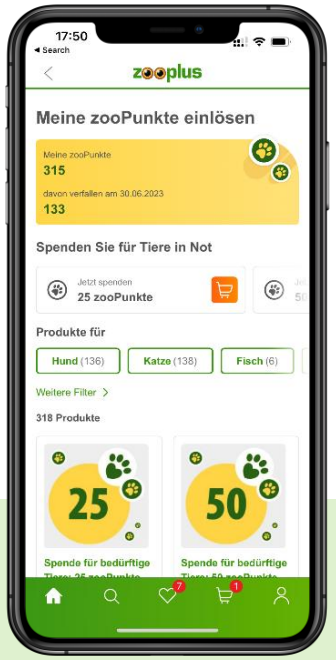
W2 WHAT

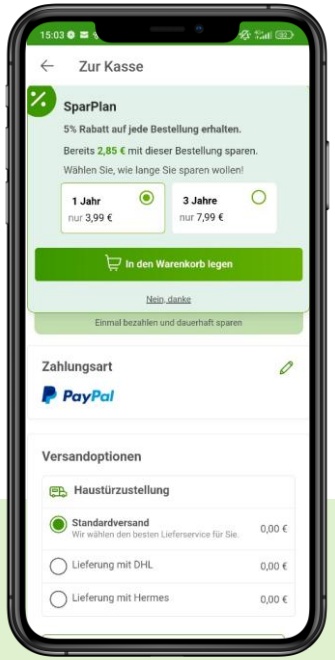
WHAT IS NOT WORKING WITH THE CURRENT PROGRAM AND WHY?

DIAGNOSE THE NOW

CURRENT LOYALTY LANDSCAPE







	BONUS POINTS	SAVINGS PLAN	AUTOSHIP
Subscription cost	Free *Automatic enrollment*	€3.99 (1yr) (*Varying per country*)	Free
Benefit granted	Points redemption for rewards	3-7% discount (*Varying per country*) Points redemption for rewards	5% discount 10% First order discount Points redemption for rewards
zooPoints mechanics	*1€ spent = 1 point earned* *1% value back*	*1€ spent = 1 point earned* *1% value back*	*1€ spent = 1 point earned* *1% value back*

WHAT: THE THREE PROLONGED APPROACH

Current Program Diagnostic

- Loyalty KPIs
- Performance
- Incrementality analysis

1. How is the current loyalty program measured?
2. What is the incremental value driven by the loyalty?
3. How is it aligned with company goals and what metrics is it driving?

Voice of the Customer

- In- house customer survey
- External market research
- Loyalty insights study

4. What do customers like about our loyalty programs?
5. What pain points do customers experience with our programs?
6. What type of loyalty programs do customers prefer: Free/paid/tiered?
7. What earning mechanism do customers like: points, cashback, or other options?

Competitive Benchmarking

- Assessed 10 leading European pet loyalty programs
- Reviewed 20 global competitors and consumer brands
- Conducted an in-depth analysis of pet market and programs

8. What are market best practices?
9. How do other companies integrate loyalty and Autoship?

VOICE OF CUSTOMERS

VALUED BUT LACKING CLARITY AND APPEAL

Customer pain points

Fragmented Program with No Clear Brand Identity

Bonus Points lacks awareness
16% are unsure how to redeem their points

Reward shop lacks appeal
21% didn't use their points because the products were unattractive

No Points communication
25% say they weren't reminded to use their points before they expired

Saving Plan discount is not enough
27% said they did not see a clear advantage to joining Savings Plan

What customers love

Customers appreciate being rewarded
69% enjoy receiving rewards for their loyalty

Enjoy using points for free products and charity
61% appreciate receiving products for free with their points

Savings Plan transparency is well-liked
61% value receiving discounts without any restrictions

The simplicity of Saving Plan is valued
56% like that the discount is automatically applied to the total bill

What customers expect

Points earning program
is ranked as top choice, with 58% interested in redeeming points as the standout feature

Free & Tiered program
35% prefer free points-based programs, and 45% value rewards not solely based on spend

Personalized offers
61% valueTailored coupons, welcome offers, and free samples are preferred by most customers

COMPETITIVE LANDSCAPE

POINTS AND DISCOUNTS POWER PET RETAIL LOYALTY PROGRAMS

PROGRAM OFFERED

NO PROGRAM OFFERED

NEW SERVICES IN 2024

	POINTS	DISCOUNT PLAN	AUTOSHIP	OTHER BENEFITS
fressnapf Online & Offline (11 Markets)	**Payback** 1 point per 2€ spent Value back = 0.5%	**Fressnapf Friends** No Fee / App only 5% discount (not combinable)	Not offered	**Little Friends:** Exclusive offers and guidance for puppies & kittens **Pet insurance** for all customers
ZooRoyal Online (DE)	**Points Reward** 10 point per 1€ spent Redeem for free products	Not offered	Not offered	Monthly **prize draw** to win €150 voucher
PETSMART Online & Offline (US)	10 points per $1 Every 1,000 points you earn = $2	Member-only price for higher tiers Early access	Not offered	2 x Salon Reward Certificate with purchase of bath or groom
Pets at Home Online & Offline (UK)	Not offered	**Pets Club** Free & Monthly offers to selected brands	**Easy Repeat** 5% discount	Advise from pets specialists Discount price with Vet ($10)
amazon Online (131 countries)	Not offered	**Amazon Prime** €89.90 per year Free delivery & other Prime benefits	**Subscribe & Save** 5% - 20% discount 15% discount for 5 orders	Not offered
chewy Online & Offline (US)	**Chewy+ members only & online only** $1 = $0.05 credit (combinable with AS)	**Chewy +** $49 a year Free shipping for eligible products (no MOV)	**Autoship** 50% discount for the 1st order and 5% for sequential orders	Chewy offers pet insurance but no benefits for members
petco Online & Offline (US)	**Points Rewards** (registered members)	**Vital Care Premier** **$25 a month & member pricing, unlimited vet exams**	**35% FOD** **5% rest orders**	Loyalty benefits are tailored to pet type

KEY TAKEOUTS:

- Points collection and discounts are the main loyalty offers, leading to the lack of differentiation.
- Except Chewy, all other competitors don't offer combinable member discounts or discounts on App only/selected brands.
- ZooRoyal relaunched its loyalty program in 2025 with points as the main rewards. It also introduced **monthly prize draw (to win 150 euros voucher) as a loyalty benefit.**
- Petco (US), Petsmart (US) and Pets at Home (UK) offer **services at discounted price for loyalty members, to complement the monetary benefits.**
- Fressnapf, Pet at Home and Chewy offers pet insurance but it is not a loyalty-specific benefits.

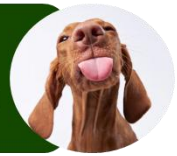
SO WHAT FOR ZOOPLUS:

- Discount for **every order** and **combinability** is the key points of differentiation
- The benefits of Z+ loyalty program are very transactional so a balance to be stricken between **transactional benefits and engaging, emotional benefits**.
- Z+ loyalty program lacks differentiation from other brands, and we need to **develop unique offers/engagement** to get customers engaged.

W2 WHAT WE LEARNED FROM THE DIAGNOSTIC....

POINTS, DISCOUNTS AND OFFERS

PROGRAM IS DRIVING SUSTAINABLE GROWTH



FREE AND TIERED PROGRAM

BRAND INDENTITY & STRUCTURE

GIVING BACK: CHARITY

POOR UI&UX

W2 CURRENT PROGRAM DIAGNOSTIC

6X TIMES MORE VALUE WITH BETTER CONTRIBUTION MARGINS

	Non-users of Loyalty	zooPoints redeemers	Savers Plan only	Redeemers on SP	Autoship only	Redeemers on AS	SP + AS	Redeemers + SP + AS	Total
Customers	41% 3.4m	20% 1.4m	14% 1.2m	20% 1.7m	2.8% 0.2m	1.3% 0.1m	1.2% 0.1m	2.1% 0.2m	100% 8.2m
Net sales	18% €449m	19% €483m	11% €281m	38% €953m	2.9% €72m	2.5% €63m	1.8% €44m	5.8% €144m	100% €2,5bn
AOV	51.3	59.9	60.1	67.5	53.9	60.2	58.6	64.1	60.7
FREQUENCY	2.6	5.8	4.0	8.4	5.9	9.6	7.7	12.8	5.0
NSPAC	€133	€344 ~2.6x non-users	€239	€568 ~4.3x non-users	€316	€579 ~4.4x non-users	€454	€822 ~6.2x non-users	€302
Retention	76%	79%	76%	91%	90%	97%	95%	98%	81%

AOV +25%

Frequency 5X

Retention +29%

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OUR VERDICT

EVOLUTION
NOT REVOLUTION

W_3
WORK

W3 WORK

LOYALTY EVOLUTION: TACKLING KEY CUSTOMER PAIN POINTS

"Celebrate pet love every day by **rewarding trust**, deepening emotional bonds, and turning customers into loyal advocates that strengthen lifetime value"

CUSTOMER PAIN POINTS

- Fragmented Program with No Clear Brand Identity
- Reward shop lacks appeal
  Saving Plan discount is not enough
- Bonus Points lack awareness and CX impact
- No clear life cycle communication

BRAND IDENTIY AND FRAMEWORK

Strengthen brand identity through values, emotion, and community

VALUE PROPOSITION

- Clear program design and structure
- Enhance and rebundle loyalty benefits
- Optimize the Reward shop with broader product offerings

CUSTOMER JOURNEY (UI/UX)

- Improve every touchpoint in the journey to reinforce the value of loyalty
- Increase Bonus Points visibility in the shopping funnel

CUSTOMER LIFECYCLE MARKETING

- Strengthen automated communication, particularly in the moments that matter
- Introduce segmented campaigns, to drive desired customer behavior (i.e OBF adoption)

zooplus club

W3

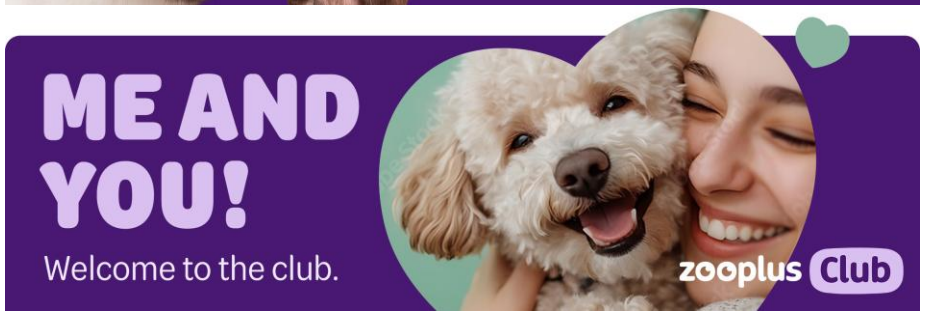
BRAND IDENTITY: ZOOPLUS CLUB, LOYALTY WITH PERSONALITY

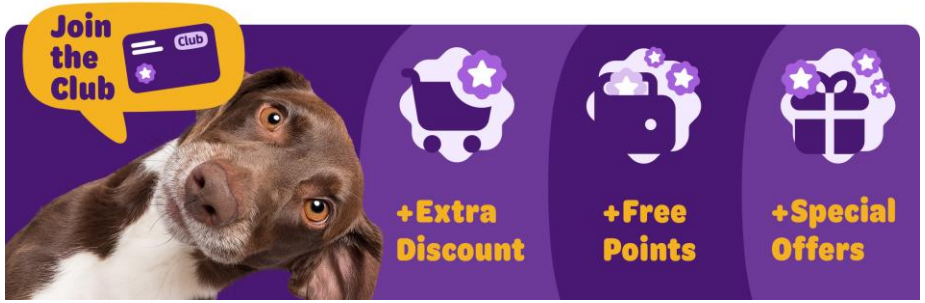
Creates a sense of community

Joyful, celebratory tone of voice

zooplus Club

Builds deeper emotional connection with zooplus





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W3

VALUE PROPOSITION: CLEARER STRUCTURE, STRONGER VALUE PERCEPTION

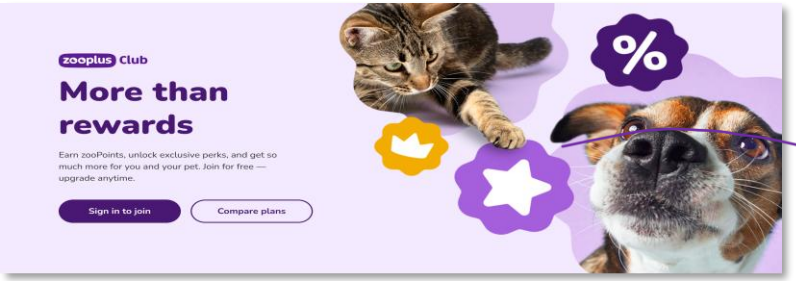
PHASE 1

		zooplus club	
		Basic Membership Automatic with registration	**Premium Membership*** Paid subscription
MONETARY	Welcome Points	100 points	200 points
	Cash discount on every order	n/a	3%-5%
	Points earning & Redemption (500+ rewards or donate to charity	1€ = 1 point VB = 1%	1€ = 1 point VB = 1%
	Lifecycle Points : Pet Birthday, Marketing permissions	👍	👍
	Exclusive offers	👍	👍
RECOGNITION + MONETARY	Monthly Member Days (3days 2x Points for every order)	✕	👍
	Monthly prize draw to win big	✕	👍
EMOTIONAL	[redacted]	[redacted]	[redacted]

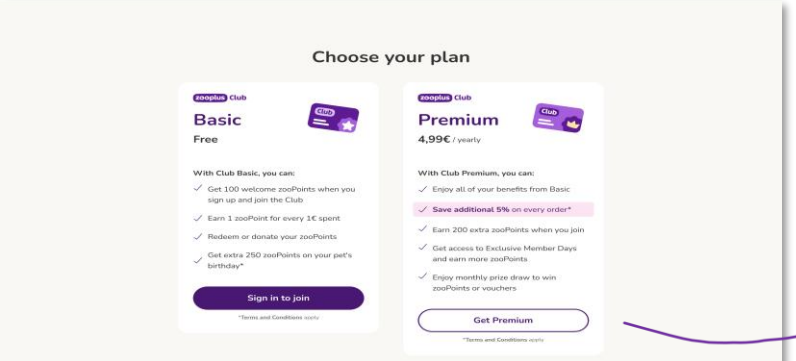
PHASE 2 - WIP

W3 CUSTOMER JOURNEY: FROM FRAGMENTED JOURNEY TO A UNIFIED CUSTOMER EXPERIENCE

Program Landing Page

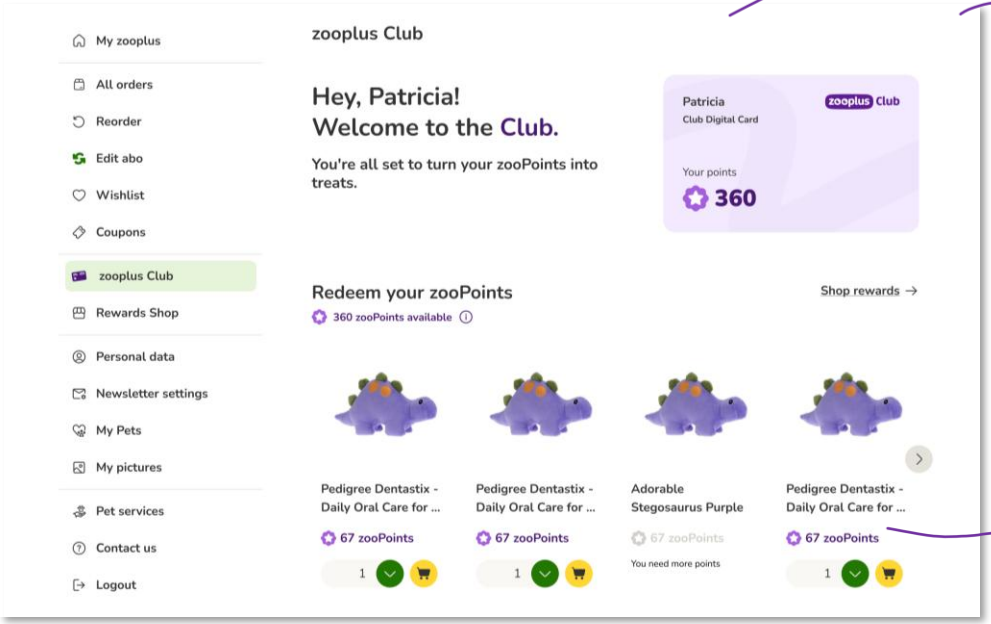


A single program page with differentiated actions based on customer stage (Guest, Basic and Premium)



Clear differentiation of the tiers and value proposition

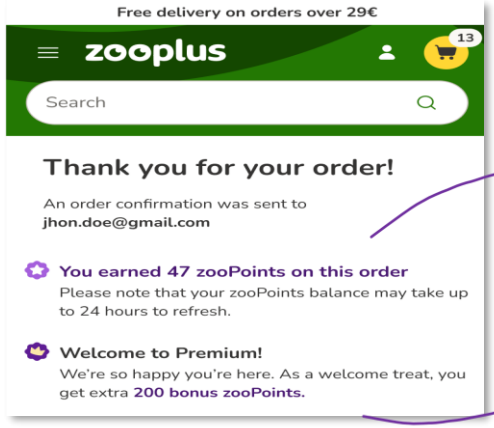
Program Dashboard



Account overview with personalized details: Points collected, expiry, premium expiry date, savings so far

Option to redeem points directly

Integration at checkout



zooPoints earnt from this order is displayed: to drive awareness

Clear demarcation on premium specific benefits

W3 CUSTOMER LIFECYCLE: AUTOMATED COMMS ALIGNED TO MOMENTS THAT MATTER

A registered customer makes first order & enrolls automatically into Club Basic tier

Marketing permission email: Customer receives zooPoints directly
KPIs: Increase Points Usage

NC Welcome Email
(1 week after first order)
Introduces zooplus benefits and Welcome Points
KPIs: Increase Club Awareness

Club Welcome Email to NCs
(2 weeks after first order)
Introduces all loyalty benefits and how to use them.
KPIs: Increase Club Awareness

1st Redemption Email
(***sent from wk5 after first order)*** *to customers with 200+ zooPoints*
KPIs: Increase points usage

Welcome to Premium
(1 week after Premium purchase - tbd)
KPIs: Increase Club engagement

SP Welcome Confirmation
(immediately after SP purchase)
Introduces all SP benefits and how to use them.
KPIs: Increase Club engagement

The customer signs up for Premium Tier

Premium Promo
(***Quarterly - tbd)***
to Basic customers and promote Premium benefits
KPIs: Increase Club Penetration

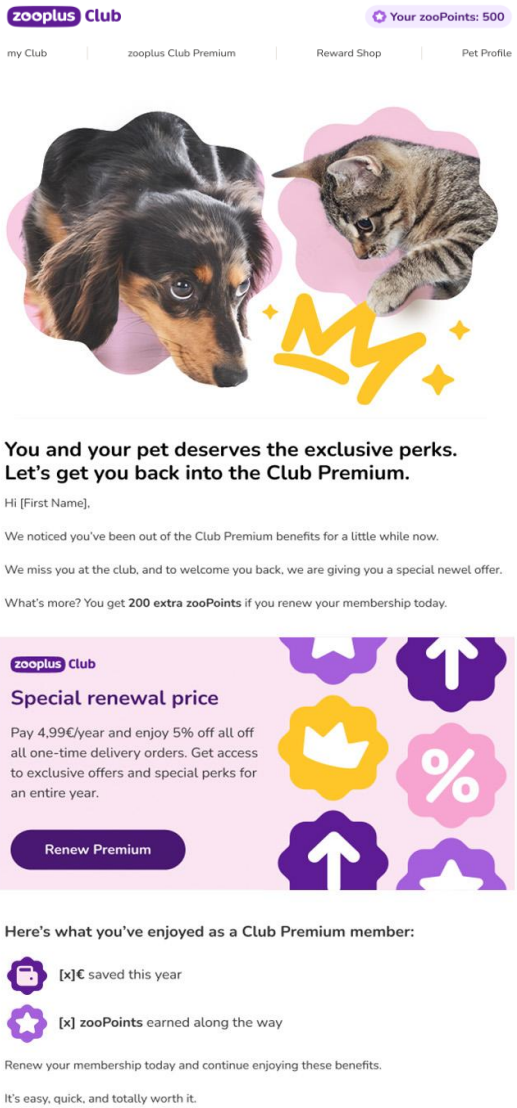
Pet Birthday
customer receives 250 points directly in their account
KPIs: Increase Points Usage

SP Expiring Email
(sent 28 days before plan expiry)
prompts customer to renew.
KPIs: Increase Club Retention

SP Expiry Email
(sent on the plan expiry day)
notifies customer of expiry.
KPIs: Increase Club Retention

60-Day Post-Expiry Email (60 days after plan expiry)
reminds customers to renew Premium
KPIs: Increase Club Retention

Points Expiry Email
(1 year after points earnt)
informs customers of points expiry.
KPIs: Increase points usage



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W4 WIN

DRIVE INCREMENTALITY

W4 DRIVE RETENTION AND SUSTAINABLE GROWTH FOR ZOOPLUS THROUGH CLUB LAUNCH

Alignment on what success means and how we measure it ?

3 key pillars of success	Penetration	Engagement (Value Metrics)	Retention
	Percentage of z+ customers actively engaged with Club	Total sales contribution of Club members	Percentage of Club customers retaining/churning from z+
Hero Metric	**New to Club Members**	**Net Sales Per Active Club Customer**	**Premium Renewal rate** **Redeemer repeat rate**
Output Metric	**Active Club Members**	**Total Club Net Sales**	**Customer Retention**
What will we monitor	• New Customers Acquired • Club vs. Z+ New Customer Growth • % Split: New vs. Existing Customers	• Value Contribution of Club Members • NSPAC Trend Among Club Members • Engagement: Club vs. Non-Club	• Club customers retained • Overtime development of retention • Retention: Club vs. Non-Club
What would success be	**YoY growth** in New redeemers & New to Premium members *Active members*	**YoY growth** in NSPAC	**YoY growth** in customer Retention

Dashboards to view club performance and trends, Monitoring financial liability and incrementality, monthly reviews and insight sharing

THE BEST IS YET TO COME
W1 WHY
W2 WHAT
W3 WORK
W4 WIN
THANK YOU