

Marketing Strategy of Ocado: A Comprehensive Review of the UK's Leading Grocery Delivery Service

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Abstract

This review critically examines the marketing strategy of Ocado, a leading online grocery delivery service in the UK. Despite its technological innovations, such as AI-powered customer fulfillment centers and data-driven personalization, Ocado holds a modest 1.7% market share, compared to traditional competitors like Tesco and Sainsbury's. The paper explores key factors influencing Ocado's market performance, including its premium positioning, digital-first approach, and sustainability efforts. It also analyzes the company's reliance on affluent customers and the limitations posed by high operational costs. Through a thorough evaluation of Ocado's customer engagement, environmental initiatives, and competitive landscape, this review offers insights into how the company can expand its market presence by embracing emerging technologies like blockchain and AI while adopting hybrid marketing strategies to appeal to a broader customer base. Recommendations for future growth emphasize the need for competitive pricing, a wider product offering, and enhanced personalization strategies.

Keywords: Ocado, online grocery delivery, digital marketing, AI, customer engagement, personalization, sustainability, UK grocery market, blockchain, technological innovation

1. Introduction

The UK grocery delivery sector has undergone a major transformation over the last two decades, with online purchasing gaining traction, particularly during the COVID-19 pandemic. Before the epidemic, internet food sales comprised only 7% of total UK grocery retail sales. However, as lockdowns, social alienation, and health concerns increased, customers shifted to internet channels, causing this percentage to skyrocket. By 2020, online grocery sales had nearly doubled, accounting for approximately 14% of the market. The value of the UK's online grocery market increased to £18.5 billion, up from £12.7 billion in 2019.

Ocado, founded in 2000, has long been a leader in online grocery retail, standing out from traditional competitors such as Tesco and Sainsbury's. While Ocado saw modest growth in its early years, the pandemic-driven spike in demand expedited its rise, with sales increasing by 35% in 2020 because of its superior digital infrastructure. Unlike its traditional grocery competitors, who had to rapidly develop their online operations, Ocado's digital-first strategy prepared it well for the spike in demand.

Despite its impressive technological advances, Ocado's market share remains limited when compared to larger, more established supermarket companies. This presents a critical question. Why has Ocado, despite its cutting-edge technology and smooth customer experience, struggled to convert its technological

advances into a larger share of the UK grocery market? While the shift toward online shopping is predicted to continue, accounting for 20% of the market by 2025, Ocado's challenge is to bridge the gap between its innovative concept and its small market presence. This study will look at the reasons for this disparity and the constraints impeding Ocado's market progress.

1.1 Research Problem

Ocado's methodology, while innovative and heavily reliant on advanced digital systems, has resulted in a very small 1.7% market share in the broader UK grocery business, despite annual revenues topping £2.5 billion by 2022. This figure is significantly lower than that of the market's major firms. Tesco, for example, has a considerable 27% market share, whereas Sainsbury's has approximately 15%. These classic supermarkets have long-standing customer bases, enormous store networks, and sophisticated online operations, allowing them to serve a considerably larger population.

Tesco's competitive edge originates from its extensive omnichannel strategy, which combines brick-and-mortar supremacy with a growing internet presence. This hybrid model allows Tesco to reach a larger audience by providing both in-store shopping and complete online delivery alternatives. Similarly, Sainsbury's leverages its physical stores while expanding its online presence, relying on a loyal customer base and strategic alliances, such as with Argos, to increase digital sales. In contrast, Ocado's entirely online business strategy, while technologically sophisticated, has limited its appeal to rich and tech-savvy customers. Its relationship with Marks & Spencer has strengthened its premium marketing positioning, but its emphasis on the high-end market sector has limited its ability to gain a greater share of the overall grocery industry.

This review assesses the merits and drawbacks of Ocado's marketing strategy, noting both its technology advantage and its limited customer reach. To boost its market share, Ocado might broaden its appeal by targeting more budget-conscious customers, potentially extending its product line, and implementing more competitive pricing techniques. Personalization improvements, environmental efforts, and partnerships with larger companies could all help Ocado close the gap on larger competitors like Tesco and Sainsbury's while preserving its creative digital advantage.

1.2 Objective

This assessment will conduct a critical analysis of Ocado's marketing strategy, with an emphasis on the main differentiators that distinguish the brand, such as its digital-first approach, data-driven customization, and premium partnerships. By assessing these main features, the assessment will evaluate how these methods have created Ocado's market position, as well as identify limitations—such as its narrow appeal and restricted market share—that pose hurdles to future growth. Furthermore, the study will look into the broader implications of Ocado's innovative approach for new market entrants. It will specifically look at how new competitors might get a footing in the expanding grocery delivery business by using similar digital technologies and personalized consumer experiences, as well as if Ocado's premium-focused strategy allows for new companies targeting different market groups. This analysis seeks to provide insights for both Ocado's strategic development and for companies looking to enter the competitive online grocery space.

2. Methods

To guarantee a thorough evaluation, publications, reports, and statistics were searched utilizing a variety of academic and industrial databases. The primary sources were Google Scholar, industry news, and Ocado's financial accounts. Relevant material was identified using specific keywords such as "Ocado

marketing strategy," "customer experience," "digital transformation in e-commerce," "UK grocery delivery market," and "personalization in grocery retail". These keywords were picked to provide a comprehensive overview of Ocado's marketing strategy, digital innovation, and consumer involvement, while also covering the competitive environment in the UK grocery business. Additionally, industry-specific databases such as Statista and Mintel were used to provide insight into current market trends and consumer behavior. This technique guaranteed that both academic perspectives and real-world facts were included, resulting in a detailed evaluation of Ocado's market position.

2.1 Inclusion/Exclusion Criteria

To verify the relevance and quality of the sources, numerous criteria were used while selecting papers to examine. Only literature and statistics published between 2010 and 2023 were considered to keep the focus on current changes, particularly the shift toward digital transformation in grocery retail after 2010. Studies and studies that focused on the UK grocery market and the influence of digital innovation were selected. This reduced the emphasis on sources that could provide direct information about Ocado's operations and market conditions.

Exclusion criteria: Studies that concentrated on non-UK markets or took an overly broad approach to e-commerce and retail, such as those that lacked a grocery-specific angle, were removed. Furthermore, non-peer-reviewed publications, opinion pieces, and blog postings were excluded to maintain academic rigor and assure the reliability of the data.

2.2 Literature Sources

The key sources for this review were peer-reviewed journal articles, industry reports, and Ocado's financial disclosures. Peer-reviewed journals were favored for their theoretical insights into digital marketing techniques, customer engagement, and retail customization. Industry white papers and market analysis reports from reputable sources such as Kantar and McKinsey were included to provide empirical data on the UK grocery business. Ocado's annual reports provided a full overview of the company's financial health, market positioning, and strategy execution. These diverse sources offer a balanced combination of academic and practical insights into Ocado's marketing and operational initiatives.

2.3 Limitations

One disadvantage of this research is that it relies on publicly available data, which may not always provide the granular insights needed for a thorough understanding of Ocado's internal marketing strategy. Furthermore, the lack of non-UK markets may limit Ocado's grasp of global trends, which could influence its approach. The research studied is also mainly focused on digital marketing and personalization, which may induce bias by overlooking other essential elements such as price strategies or collaborations. These limitations are acknowledged, and efforts have been made to achieve a balanced interpretation of the data wherever possible.

3. Literature Review

3.1 Theoretical Framework / Key Concepts

This literature review delves into a variety of marketing theories and ideas important to Ocado's strategy, with a particular emphasis on customer relationship management (CRM), corporate social responsibility (CSR), and digital innovation. To acquire a more complete view of Ocado's positioning, consider not just the company's practices but also those of its competitors, such as Tesco and Sainsbury's, which dominate the UK grocery market. Comparing their digital marketing tactics, fulfillment processes, and customer interaction activities reveals a more complete picture of the competitive landscape. CRM is critical to

Ocado's strategy since it emphasizes the necessity of building and sustaining strong customer relationships through tailored marketing. CRM frameworks are critical for understanding how Ocado uses advanced data analytics to improve customer engagement, loyalty, and retention. Peer-reviewed studies on CRM tactics in e-commerce shed light on the importance of AI and automation in delivering personalized customer experiences. These tactics are not exclusive to Ocado; Tesco and Sainsbury's both utilize similar data-driven customization strategies to improve consumer pleasure and streamline operations. A comparative comparison of various shops can highlight the different levels of success and obstacles that each faces. CSR is also becoming a more important part of grocery marketing strategy. Consumer expectations for sustainability, ethical sourcing, and environmental responsibility have risen dramatically, particularly among younger, environmentally conscious consumers. Ocado's emphasis on sustainability is part of a larger trend in the grocery industry, as evidenced by Tesco's pledge to reduce plastic waste and Sainsbury's efforts to become carbon neutral. Including research on CSR initiatives in the grocery market, both from Ocado and its competitors allows for a more in-depth investigation of how these practices influence consumer behavior and brand loyalty.

Another important field of study is digital marketing tactics, particularly in the context of retail and consumer behavior in e-commerce. Digital marketing theories, including the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT), provide frameworks for understanding how customers adopt and interact with online grocery platforms. Examining peer-reviewed studies on Ocado, Tesco, and Sainsbury's digital marketing techniques will reveal technological breakthroughs that influence consumer decision-making, such as AI-driven recommendations, seamless user interfaces, and app-based convenience. This research gives a more comprehensive and detailed knowledge of Ocado's marketing strategy by incorporating a broader range of scholarly articles, reports, and case studies on CRM, CSR, and digital marketing methods in retail. Including current research on rivals and consumer behavior in e-commerce broadens the scope and provides a more comprehensive view of the supermarket industry's digital transition.

3.2 Themes

Theme 1: Digital-First Strategy and Technological Innovation

Ocado's digital-only business model distinguishes it from traditional competitors, allowing it to leverage innovative technologies to streamline operations and improve customer experiences. One of the company's most notable technology innovations is its highly automated Customer Fulfilment Centres (CFCs). These centers use AI-powered robotics and machine learning to improve warehouse management and order accuracy. The CFCs are intended to serve around 220,000 weekly orders, greatly above the capabilities of traditional supermarket online operations. Ocado's flagship CFC in Andover is a prime example of this, with over 1,100 robots operating fluidly across a three-dimensional grid to pick and pack products with precision. Ocado's marketing campaigns stress the benefits of this cutting-edge technology to cement its image as a tech-driven corporation. One campaign, dubbed "Grocery Shopping Reinvented," features its robots in action, highlighting speed, precision, and creativity. Ocado's relationship with foreign retailers, like Kroger in the United States, proves the CFC technology's worldwide scalability. By licensing its solutions to other companies, Ocado emphasizes the market appeal and exportability of its automated systems.

Positives: This emphasis on innovation enables Ocado to stand out in a crowded supermarket industry. By exploiting its technology capabilities, Ocado appeals to tech-savvy customers who appreciate conven-

ience, quickness, and a smooth purchasing experience. Its capacity to scale through worldwide alliances boosts its position as a technical innovation leader.

Negatives: However, the reliance on substantial investment in technology creates scalability issues. While Ocado's systems give an operational advantage, the high cost of developing and maintaining these advanced CFCs limits the company's capacity to grow swiftly. Infrastructure expansion is capital-intensive, which may limit Ocado's domestic and international growth as it competes with more established retailers.

Theme 2: Personalization and Customer Engagement

Personalization is at the heart of Ocado's marketing approach, which employs data analytics to deliver individualized purchasing experiences. Ocado can provide personalized offers that have a substantial impact on consumer behavior by collecting and analyzing client data. For example, Ocado's "Ocado Smart Pass" membership program offers clients exclusive discounts, free shipping, and access to special promotions based on their shopping habits. Furthermore, the company's AI-powered recommendation engine proposes products based on individual buying patterns and trends, resulting in tailored product recommendations both on the platform and via email marketing. Ocado reports that these tailored encounters account for more than 60% of their sales. One very effective strategy utilized personalized email marketing for repeat clients. Ocado uses past purchase data to deliver tailored email offers, such as discounts for repeat orders or complementary products. A customer who buys fresh food regularly, for example, may be eligible for specials on organic or new seasonal items. These personalized discounts have led to Ocado's larger-than-average basket size, with the average order totaling £124, well exceeding the UK market average of £60.

Positives: An individualized approach increases client loyalty, especially among higher-income households who prefer bespoke services. Ocado's focus on data-driven marketing and customization allows it to provide a highly engaging consumer experience, increasing the possibility of repeat purchases and encouraging long-term loyalty.

Negatives: However, Ocado's emphasis on wealthy customers limits its market appeal. The company's emphasis on premium pricing and personalized services may turn off price-sensitive customers who prefer customer personalization. While these techniques are effective for rich consumers, they alienate a greater segment of the market, especially those seeking low-cost solutions.

Theme 3: Sustainability and Ethical Marketing

Ocado's dedication to sustainability has become a cornerstone of its marketing strategy, aligning with rising customer demand for environmentally responsible products. Ocado has engaged in environmentally friendly projects, such as its electric vehicle fleet, which now accounts for 20% of total deliveries. Furthermore, the company has made significant initiatives to lessen its environmental impact, including a 27% reduction in plastic packaging with innovations such as reusable tote bags and recyclable packaging materials.

Ocado started a sustainability-focused campaign dubbed "The Future of Groceries" in 2021, emphasizing its green achievements. The campaign highlighted how the company's electric delivery vans and reduced packaging waste help to create a more sustainable shopping experience. Ocado also demonstrated its commitment to sustainable procurement by establishing collaborations with ethical suppliers and sustainable farms. This approach was particularly effective in reaching out to younger, environmentally concerned consumers who prioritize sustainability when shopping.

Positives: Ocado's efforts to promote itself as an ethical retailer are consistent with rising consumer dema-

nd for companies that practice corporate social responsibility (CSR). Younger consumers, notably Millennials and Generation Z, want firms that actively reduce their environmental impact, and Ocado's sustainability efforts capitalize on this trend, increasing its appeal to this age.

Negatives: While Ocado's sustainability initiatives are admirable, price and convenience frequently trump sustainability in consumer purchase decisions. When it comes to supermarket shopping, many customers, particularly those in bigger, more price-sensitive groups, put pricing over environmental concerns. Ocado's premium price structure may not appeal to these customers, despite the company's ethical and sustainable initiatives.

3.3 Critical Analysis

Ocado's marketing strategy takes a forward-thinking approach, emphasizing digital innovation and tailored customer experiences. While these techniques have achieved a distinct market position, they also pose significant hurdles, particularly its high-end image and costly technology expenditures, which may impede quick growth. To address these difficulties and broaden its appeal, Ocado can incorporate emerging technologies such as blockchain and AI into its operations and marketing initiatives. This critical research assesses how blockchain and AI may solve the constraints of Ocado's current strategy while also contributing to its development potential, providing practical suggestions for overcoming existing roadblocks.

1. Enhanced Traceability with Blockchain

One of the key benefits of blockchain technology is the ability to improve traceability throughout the supply chain. By integrating blockchain, Ocado can create a transparent, immutable ledger that records every transaction from farm to table. This kind of traceability can considerably increase consumer confidence, especially in an era when ethical sourcing and food safety are critical. Ocado's commitment to quality and openness can strengthen its premium identity while appealing to socially and environmentally aware customers.

Actionable Solution: To properly leverage blockchain, Ocado should work with ethical suppliers and highlight the significance of blockchain in assuring product traceability. They may increase brand loyalty by developing a customer-facing platform that allows consumers to trace the sourcing route of their purchases, giving them peace of mind and confirming their premium image.

2. Improved Operational Efficiency with Blockchain and AI

Blockchain technology has the potential to streamline Ocado's operations through automation and real-time data exchange. Smart contracts, which are self-executing agreements with terms encoded directly into the blockchain, can automate a variety of supply chain activities, such as payments and order fulfillment, thereby decreasing delays and errors. Furthermore, blockchain can improve inventory management, allowing Ocado to respond faster to customer demand.

Actionable Solution: Ocado should use blockchain technology with AI-powered predictive analytics to improve inventory management and demand forecasting. AI can scan massive volumes of client data to spot patterns and optimize stock levels using forecast demand models. This guarantees that the proper products are available at the right time while also lowering operational expenses and waste.

3. Strengthened Brand Loyalty and Differentiation

As consumers value ethical sourcing and sustainability, blockchain can help Ocado stand out in a crowded industry. By providing transparency and responsibility in its sourcing procedures, Ocado can establish itself as a pioneer in ethical food retailing. Furthermore, AI can be used to improve consumer loyalty by

tailoring rewards programs to individual shopping behaviors and preferences.

Actionable Solution: Ocado may roll out a tiered loyalty program powered by AI that provides targeted rewards to different client categories. For example, repeat consumers could receive discounts based on their purchasing habits, whereas environmentally aware clients could earn rewards for choosing sustainably sourced products. This AI-driven segmentation enables Ocado to cater to both its premium and price-sensitive customers, hence increasing total customer loyalty.

4. Addressing Market Constraints Through Hybrid Strategies

Ocado's premium stance, while advantageous, limits its appeal to a smaller group of affluent consumers. To expand its market reach, Ocado could use hybrid marketing methods, such as developing alliances with budget stores. This would allow Ocado to increase its footprint in value-conscious groups while keeping its premium brand in the digital space. In addition to blockchain, artificial intelligence (AI) can play an important role in price optimization.

Actionable Solution: Ocado could consider collaborating with discount stores to produce a hybrid offering that appeals to a broader audience. Ocado may be able to offer a variety of private-label or value products in addition to its premium line as a result of these collaborations. Additionally, AI-powered dynamic pricing systems could assist Ocado in optimizing prices in real-time, assuring competitiveness with budget retailers while maintaining profitability. By assessing consumer demand, rival pricing, and market conditions, AI can help Ocado customize its pricing strategy to different customer categories while maintaining its premium image.

5. Expanding Market Reach with Emerging Technologies

As consumer awareness of sourcing and sustainability grows, Ocado has the opportunity to reposition itself as a store that provides both high quality and value. This can be accomplished by using blockchain to signal the company's commitment to transparency and ethical standards, as well as AI to optimize pricing and customer engagement. By implementing a more inclusive marketing strategy, Ocado can broaden its appeal beyond rich customers.

Actionable Solution: Ocado's marketing efforts could be expanded by leveraging AI-driven customer analytics to target value-conscious shoppers. This can be accomplished through tailored deemphasizing the ethical quality and worth of its products. Ocado can adjust marketing messages to appeal to a broader audience by using AI to study shopper preferences and purchase activities, including people who value sustainability but do not generally shop at premium stores.

4. Discussion

Synthesis of Findings

Recent studies on consumer loyalty trends in online grocery shopping reveal critical insights that are relevant to Ocado's marketing strategy. The findings underscore that consumer loyalty is increasingly influenced by technological advancements, personalized interactions, and sustainable practices. Ocado's emphasis on these elements distinguishes it from traditional supermarkets. However, its premium pricing strategy and focus on a specific niche segment have constrained its ability to expand its overall market share.

Current Trends

Current advancements in the online grocery sector indicate a shift toward integrating more immersive technologies, such as **augmented reality (AR)**, into the shopping experience. AR can enhance customer engagement by allowing consumers to visualize products in their own homes before purchase, thereby

bridging the gap between online and in-store shopping experiences. Furthermore, as AI and automation continue to evolve, Ocado stands to benefit significantly from incorporating more predictive analytics into its marketing strategies. This integration would enable the company to anticipate customer needs more effectively and personalized offerings, fostering stronger customer loyalty.

Expanding sustainability efforts to become a more central aspect of Ocado's brand identity is another trend that could help attract a more diverse customer base. As consumers increasingly prioritize eco-friendly practices, positioning sustainability at the core of Ocado's marketing can enhance its appeal beyond affluent consumers, aligning the brand with a broader audience that values ethical consumption.

Gaps & Limitations

Despite these promising trends, a key limitation of Ocado's current strategy is its heavy reliance on affluent customers. This focus constrains its potential to tap into the broader market, where price sensitivity is often higher. The literature highlights the need for further research on how Ocado can adapt its marketing strategies to appeal to a wider demographic while retaining its innovative edge. Exploring alternative pricing models, promotional strategies, and targeted marketing campaigns could provide pathways for Ocado to broaden its customer base without sacrificing its premium brand identity.

5. Conclusion

The review article on Ocado's marketing strategy summarises the important results and implications of the investigation, as well as recommends specific areas for future research. To summarise, Ocado has established itself as a global leader in online grocery delivery because of its creative digital-first approach, powerful technology infrastructure, and commitment to sustainability. The company's emphasis on personalization and premium partnerships has helped it build a loyal customer base, particularly among affluent consumers looking for ease and quality. Despite these characteristics, Ocado's market share is still much lower than that of conventional competitors such as Tesco and Sainsbury's. This is primarily due to its focus on a specific, high-income clientele, which limits its market appeal.

To address this issue, Ocado should consider techniques for attracting a more varied customer base, including budget-conscious buyers. This could include broadening its product offering, introducing more competitive pricing techniques, and adapting its marketing to highlight value without sacrificing quality. Furthermore, using emerging technologies such as blockchain could improve supply chain behavior and operational efficiency, hence strengthening Ocado's competitive advantage.

Stronger Emphasis on Future Research

Future studies should focus on how artificial intelligence (AI) can be used more effectively to boost client retention and personalization in grocery delivery. While Ocado now employs AI for product recommendations and fulfillment, further research might look into how AI-driven consumer analytics can be used to more correctly predict customer demands, offer dynamic pricing, and develop highly personalized promos. It would be worthwhile to look into how artificial intelligence may improve real-time decision-making and optimize the entire consumer journey—from browsing to checkout.

Additionally, future research should look into how Ocado may leverage customer insights to expand its market reach. While the organization succeeds at targeting affluent individuals, there is room for data analytics to identify and engage other groups of the population, such as price-sensitive or value-driven shoppers. Alternative price structures, such as subscription-based services or loyalty benefits, might be studied to see how well they appeal to a wider range of demographics while maintaining Ocado's premium brand.

Finally, post-COVID-19 customer behaviour trends should be investigated to better understand how preferences for online food purchasing are changing. This data could help Ocado alter its marketing methods to meet shifting consumer expectations for convenience, safety, and sustainability. As the grocery delivery market becomes more competitive, Ocado must comprehend these changing trends to maintain its inventive edge and respond to changing market dynamics.

In conclusion, while Ocado's marketing approach is distinguished by innovation, solid technology infrastructure, and an emphasis on customer experience, resolving its limitations—particularly its narrow market focus—will be critical for long-term growth. By embracing new technologies such as AI and blockchain, diversifying its product and pricing strategies, and adjusting to post-pandemic consumer behavior, Ocado has the opportunity to not only increase market share but also secure its place as a leading player in the UK grocery delivery business. Future research in these areas will be crucial for guiding Ocado's strategic evolution in a more complicated and competitive market.

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