

Student name: Leonard Paci
Student number:23166

Design Thinking and

Innovation

Contents

Contents	2
Introduction.....	3
Part 1: Tesco PLC Innovation Ambition Matrix and Customer Journey Mapping	3
Innovation Ambition Matrix:	3
Opportunities in Digital Innovations:	8
Part 2: Proposal of a New Tesco PLC Digital Transformation Project.	9
Digital Transformation Initiative: AI-Powered Digital Assistant.....	9
Optimizing Customer Journey: Journey Map Revised	11
Impact on the Organization:.....	12
Measures of the Digital Transformation Initiative Performance:	13
Conclusion	14
References.....	16

List of Figures

Figure 1 Customer Journey Mapping of Tesco.....	6
---	---

List of Tables

Table 1:Key Performance Indicators	14
--	----

Introduction

Tesco PLC is a multinational UK based retail company that was established in 1919 and operates in large scale in the supermarket and general merchandise business. With a history of over 100 years, Tesco has grown to be the largest grocery store in the United Kingdom, with over 3,000 operations in the domestic market and has a strategic presence in the selected foreign markets, including Ireland and Central Europe (Abdulquadri, 2025). Besides its conventional grocery business, the organisation has also penetrated clothing (F&F), financial services (Tesco bank) and telecommunication (Tesco Mobile) in its presentations, expressing an interest in extending the concept of brand equity and customer data to the adjacent line of business. It is not a diversification of operation but rather a growth strategy driven by innovation.

The UK retail industry is, however, increasingly volatile and digitally disrupted. The convenience, personalisation and access to the product through the omnichannel, the challenges of inflation, and the uncertainty of the supply chain and the rapid expansion of e-commerce changed the spirit of competitiveness. The retailers are no longer competing on the price since they are competing based on customer experiences and technological capacity. Thus, the strategic importance is to be aware of the innovation portfolio of Tesco and its management of the customer journey. The report therefore critically analyses the Tesco innovation positioning through the Innovation Ambition Matrix and Customer Journey Mapping frameworks to derive an endeavour of digitally empowered transformation initiative with a view to boosting the long-term competitiveness.

Part 1: Tesco PLC Innovation Ambition Matrix and Customer Journey Mapping

Innovation Ambition Matrix:

The Innovation Ambition matrix provides a paradigm of evaluation of the magnitude and the magnitude of the innovation within an organisation (Nagji and Tuff, 2012). It has been divided into three categories:

- **Core Innovations-** These minor additions can be used to improve on the existing products.
- **Adjacent Innovations-** Expansion to new markets that are related to the current business.

- **Transformational Innovations** - Disruptive innovations that change the market or new business model.

The Innovation Ambition Matrix is applicable in the case of Tesco to learn how the organization is currently involved in innovations and what can be developed further.

Core Innovation:

- Core innovation refers to improvements made to current products or services to enhance them and optimise operations. These technologies allow Tesco to satisfy customers and keep its competitive edge. The core Tesco inventions are:
- **Clubcard Loyalty Scheme:** Tesco offers discounts, collection points, and incentives through its Clubcard Loyalty Scheme. Since then, Tesco has added digital and mobile services to this loyalty program, giving users unique deals via the mobile app and website. It takes time to satisfy and retain customers.
- **Self-Checkout Kiosks:** Tesco has implemented self-checkout kiosks in most locations, reducing waiting time and improving efficiency, allowing consumers to complete purchases quickly and conveniently (Basu, 2025). To make client interactions easier, this system is being simplified by adding capabilities like mobile payment (Apple Pay, Google Pay).
- **Supply Chain Innovations:** Tesco has adopted the RFID technology to streamline its supply chain, e.g., stock control. This gives on-time tracking of products and the shelves are not filled, and the supply chain is not inefficient. Minor changes can enhance processes and customer satisfaction, reducing stockouts and product shortages.
- **Sustainability Programs:** Tesco invests a lot in sustainability initiatives as one of its major strategies of innovation. They are the reduction of plastic packaging, responsible buying of goods, and the retail design through energy efficiency. Further, Tesco can demonstrate its willingness to enhance services through green technologies in the store and ethical sourcing as a way of achieving the environmental and social responsibility standards (BAYCUR et al., 2022).

Adjacent Innovation:

- By implementing adjacent innovations, the organization can expand its capabilities into complementary sectors of its main business. In the case of Tesco, innovations mean expanding into new product lines or services that are unrelated to its present customers and brand.

- **Tesco Bank:** In 1997, Tesco Bank entered the financial sector. The bank offers savings, insurance, credit cards, and personal loans. This adjacent innovation takes a risk in a new market using Tesco's customer base and brand loyalty. Tesco Bank's introduction of digital banking services brings them closer to the dynamic digital world that allows customers to manage their accounts more easily.
- **Tesco Mobile:** In 2003, Tesco launched Tesco Mobile, a mobile phone service that allows consumers to make calls, send texts, and use the internet. This invention will help Tesco to expand into a high-potential non-grocer market using its massive customer base (Boni and Tabaghdehi, 2024). Clubcard reward mobile phone contracts help Tesco reach more customers by integrating its retail and mobile services.
- **F&F Clothing:** Tesco's F&F Clothing collection is an adjacency innovation that leverages consumer popularity of the brand. In 2001, F&F began selling beautiful, affordable clothes to men, women, and children. Tesco can expand into fashion to increase income and serve existing customers. F&F also follows global trends in eco-friendly and ethical fashion.

Transformational Innovation:

- Transformational innovations can disrupt the market or create new business models. The integration of new technology or corporate strategies that recycle the customer experience mechanism causes substantial industry shifts.
- **Tesco E-commerce and Digital transformation:** Tesco has invested heavily in its online shopping technology, including Click and Collect, home delivery, and a better mobile shopping experience through the Tesco app (Čirjevskis, 2023). E-commerce has helped Tesco reach home-shopping clients who may not visit stores. The platform also uses data analytics to promote products and personalise user experience.
- **Autonomous Delivery:** In the second innovation, Tesco is experimenting with autonomous delivery services such as drones and robots to improve delivery services. These technologies attempt to lower delivery costs, boost efficiency, and speed up delivery to meet consumer demand for fast and easy services. Tesco may have lowered operational expenses and carbon emissions from current delivery methods by adding autonomous cars.
- **Artificial Intelligence in Retail Operations:** Tesco also embraced the use of AI to simplify its supply chain, improve demand forecasting, and, also, to optimize personalized marketing. The implementation of AI-powered algorithms that predict the

customer demand trends in Tesco will help the company to have the right products at the right time (Kang et al., 2024). Besides, AI is used to provide the customers with personalised services based on their purchasing history and preferences, which results in customer loyalty and high likelihood of repurchase.

Customer Journey Mapping:

Customer journey mapping is one way of realizing and understanding how a customer interacts with a brand (Court et al., 2009). It also comes in handy in establishing the primary touchpoints, area of pain, gain points and areas of improvement (Business Insights Blog, 2025). The customer journey mapping in the case of Tesco would allow the company to analyse the current experience of customers, determine how the experience could be improved, and discover the prospects of digital innovation.



Figure 1 Customer Journey Mapping of Tesco

Source: Self-made (Reference: Porter's Five Forces Team, 2026)

Awareness and Discovery:

The route that begins with the recognition of the potentials of the customers to the Tesco. The use of various media to carry out advertisement campaigns like the TV, social media and outdoor advertisements can play a significant role in brand awareness promotion of Tesco. The discovery is also facilitated by word of mouth by the current customers and online

reviews. The process of identification with local charities and sponsoring community events also helps in the brand recognition in the mind of the people by Tesco. As consumers want the lowest prices, the online presence of Tesco by using SEO and paid digital marketing will guarantee that they appear on the search engine.

Consideration and Research:

As soon as customers are informed about Tesco, there comes the second stage which is the consideration stage whereby the customers get to know what is being offered. This phase will involve web-based research through the Tesco online platform or application where customers will check the availability of the products, prices, and reviews and offers (Kumar et al., 2025). Tesco Clubcard program offered via the mobile application is vital in winning the attention of the customers in the consideration phase by giving them discounts and customized promotions. Physical stores also provide customers with a chance to see the products, especially non-groceries such as clothing or electronics.

Purchase Decision:

Purchase decision is the stage at which the customers make a purchase decision. The stores are allowed to sell them through the regular checkout desks or via the self-checkout desks which are optional in most of the Tesco stores. The mobile payment system: Apple Pay, Google Pay, and Tesco Pay+ app enables customers to make the checkout process as easy and quick as possible. When it comes to buying products online, clients can choose to have their products delivered to their homes or use Click and Collect. It is flexible as the customers are given the option of the chosen delivery slots. Tesco also gives the customer an option to track their orders in real time through the app of the delivery service that they offer.

Post-Purchase Experience:

After making a purchase, Tesco makes every effort to retain the attention of its customers through its loyalty program which is known as the Clubcard. The shopping habits allow the customers to get individualized offers that are redeemed either in the store or online. Tesco will ensure deliveries are punctual and convenient in terms of Tesco keeping online customers in mind and providing convenient feedback policies. Its customer service teams will be in-store to resolve the issues and receive feedback, and this will make its post-purchase experience positive (Mashankar and Kalokar, 2025). Moreover Tesco customer satisfaction survey and feedback mechanism may help the company to identify the areas of improvement.

Loyalty and Retention:

Tesco can be seen to retain its customers through the continued customer activities like the personalized marketing, loyalty rewards and special offers. The Tesco app itself is one of

the main components of the development of loyalty in the form of real-time discounts, Clubcard points, and notifying customers of the special deals. Interaction with the brand also makes sure that Tesco maintains its customers through personalized email communications and apps notifications. Additionally, the social media sites enable Tesco to engage with customers in a real-time way and respond to their queries and attend to their customers.

Pain Points:

- **In-Store Experience:** Despite the widespread availability of the self-checkouts, there are patients, such as those who at the most important moments of the day such as shopping time, are so annoyed with long queues at the checkout counters (Maslak et al., 2022).
- **Online Delivery Costs:** Online Delivery cost may act as a deterrent to the customer especially when it is in cases of small orders or when it is in the area that has few delivery slots.
- **Low Product Availability:** There are stock-outs on some products in cases whereby the clients are unable to get some of them especially during the peak seasons of shopping or sales.

Gain Points:

- **Comfort:** Tesco shopping will be simpler and time-efficient to the customers due to the convenience provided by the Click and Collect and mobile payment operations by the international retailer.
- **Loyalty Rewards:** The Clubcard program will reward frequent purchases and also reward individual customers with discounts.
- **Value of Money:** Tesco has competitive prices and price match guarantee that qualifies it as an option that is attractive to low-end consumers.

Opportunities in Digital Innovations:

- **AI-Driven Personalization:** Tesco can enhance its online shopping with the help of AI and machine learning that will help it offer more personalized product recommendations based on customer preferences and past behaviour.
- **Robotic Delivery:** The growth of delivery operations using autonomous vehicles and robots will make the logistics easier and increase the speed and efficiency of delivery (Pantano and Willems, 2022).
- **Augmented Reality:** Customers would have an opportunity to explore their products and their features and characteristics virtually before purchasing them with AR

technology applied to the Tesco mobile application, which would enhance customer experience with non-food products.

- **Voice Commerce:** Tesco can also incorporate voice recognition technology on its application whereby customers can use voice commands to shop and this will make shopping even smoother.

Part 2: Proposal of a New Tesco PLC Digital Transformation Project.

This section responds by proposing a Digital Transformation Initiative to help Tesco improve customer experience and solve the issues. The project will introduce a Digital Assistant employing AI-powered chatbots, predictive analytics, and automation to improve customer experience and organisational performance and deliver real-time customer care.

Digital Transformation Initiative: AI-Powered Digital Assistant.

The plan would create an AI-driven Digital Assistant for Tesco's mobile app, website, and shopfront. The virtual assistant would employ machine learning and NLP to help clients through their shopping experience and make personalised recommendations (Rahmani et al., 2024). The artificial shopping assistant and customer care agent will help customers buy smarter, choose how to deliver their product, and resolve their issues in real time.

The significant features of the AI-based digital assistant are:

Recommendations upon a particular user:

- The AI will analyse the past purchasing patterns, browsing patterns, and likes to offer an individual product, promotion and discount offer.
- The assistant will also offer free product recommendations basing on the interests of the customers just like a sales associate would in a brick and mortar store.
- The machine learning algorithms will optimize the recommendations further as time passes by improving the quality of the suggestions with feedbacks and actions of the customer.

Real-Time Customer Support:

- The AI-based chatbot functionality that will enable the customers to ask questions and receive support in real-time will also be integrated into Digital assistant. The chatbot will be 24/7 when the customers need information where they can find a product, to monitor the order or to understand the policy of the stores.
- The chat bot will be able to handle the usual customer queries such as availability of the product, deliveries and the order status (Tajudeen et al., 2025).

- The chatbot will also refer a problem to human customer service representatives in more complex questions, thus the fluent transition of the AI and human customer service will exist.

Voice-Activated Shopping:

- The mobile app will also include voice assistants that provide a customer with a possibility to shop without their hands, customers are going to be able to shop by speaking, talking, and adding items to their carts (Block et al., 2025).
- Voice commands will help customers to make reorders and order something that has already been bought before, receive recommendations on what to buy and keep track of their loyalty points in real-time.
- The feature will also cater to the interests of the time-starved customers and they can conveniently provide shopping on-the-go, and to a larger extent, when multitasking.

Scheduling and Tracking of deliveries:

- The online assistant will allow the customers to receive the chance to select the delivery method, track the orders, and choose the time of delivery through a convenient voice or text interface.
- The customers will be in a position to track their orders online, receive information on the status of their orders, and tailor their deliveries based on the convenience.
- By automating such functions, Tesco will be able to save on both manual processes and reduction in any customer service enquiries, and increased customer satisfaction due to increased control and flexibility in delivery.

On-Site Customer Service and Guiding:

- Physical stores will offer the functionality where the customer will be able to navigate through the aisles by the digital assistant by using the in store kiosk or by their smartphones.
- The assistant will also be equipped with the store maps and will help the customer locate specific items based on their likes and dislikes hence maximizing their time in the store and reducing their time in the queue (Tyagi and Kaur, 2025).
- In the event of stockouts, where the customers can order the product and collect it in one of the local stores, the assistant will suggest alternative items or place an order of the Click and Collect service.

Sustainability Information:

- As Tesco believes in the concept of sustainability, the digital assistant will have the features that will tell the customers how their purchase will affect the environment.
- As a case in point, the assistant will provide information about environmentally friendly products, recycling, and the carbon footprint per item so that the customers could make a more informed and sustainable purchase decision.
- Customers can be encouraged to make purchases on green alternatives with individual messages and recommendations.

Optimizing Customer Journey: Journey Map Revised

The revised customer journey map below will reveal how the digital assistant based on AI will transform the customer experience across various touchpoints.

Awareness and Discovery:

- **Status Quo:** The awareness is created by Tesco on the classical method of advertising, social media, and word of mouth.
- **New State:** The AI-based assistant will converse with the customers actively within the digital context, i.e., through mobile applications and social media. Customers will be offered personalized offers and promotions depending on what they like, as a push notification will inform them of the benefits, which will be placed at the top of their minds even before they begin shopping (Kumar, 2025).

Consideration and Research:

- **Status Quo:** Tesco clients browse the product on its online store or application, review it and make comparisons.
- **New State:** The digital assistant will further suggest personalized products to the customers and respond to particular questions based on the artificial intelligence chat, and recommend additional purchases, based on previous purchases. The assistant will also help the customers in comparison of prices, and real-time stock checking, which will accelerate the research stage and make it more personal.

Purchase Decision:

- **Status Quo:** The customers make the purchasing decisions on the basis of product information and promotion that is carried out at the point of purchase.
- **New State:** The digital assistant will allow the customers to have the ability to order using either Davos or textual communication. It will deal with the entire purchasing procedure, assortment of goods, personal discounts and delivery options decisions therefore will lead to zero friction and will make it quick.

Post-Purchase Experience:

- **Status Quo:** The customers will be given their products and redeeming points on the Clubcard. It has customer service concerning returns or enquiries.
- **New State:** The assistant will be given the initiative to make contacts with the customers by inquiring about their status of orders, delivery and returning orders. In case a client is not satisfied with any product, he may ask the assistant to assist him/her at once to provide him/her with the product back, or to identify him another product or the time they may meet to discuss the problem in the store (Kunc et al., 2026).

Loyalty and Retention:

- **Status Quo:** Email, in-store promotions or in the app offer anything to customers.
- **New State:** The digital assistant analyses client shopping history to give personalised promotions and discounts via app or voice interface. Customers will be encouraged to redeem reward points through assistant for future purchases.

Impact on the Organization:

The AI-driven digital assistant proposed by Tesco will improve operational efficiency and consumer pleasure for the corporation.

- **Increased Operational Effectiveness:** Tesco can reduce staff workload by automating mundane tasks like product searches, order tracking, and customer enquiries. The chatbot will handle up to 80% of consumer queries and leave complex cases to customer support humans.
- **Increased Customer Satisfaction:** Customised guidance, real-time support, and flexible delivery options provide a personalised buying experience. The artificial intelligence assistant will boost customer happiness by making the experience more efficient, personal, and interactive. It will also make Tesco a more appealing store to shop at by reducing in-store time and allowing flexible delivery.
- **Cost Savings:** The AI assistant will eliminate manual customer service interventions, resulting in cost savings for Tesco. By outsourcing customer care and the time spent obtaining information or resolving difficulties, Tesco will save costs while maintaining customer service.
- **Data-Driven Insights:** the AI assistant will gather vital data on user preferences, purchase patterns, and behaviour (Majdi et al., 2024). This information may be used to streamline Tesco marketing, improve the product, and personalise customer interactions.

Measures of the Digital Transformation Initiative Performance:

Measures of Customer Interaction:

- **Usage Frequency:** Track client engagement with the assistant via various channels (app, site, voice). Increased use will show that the helper has attracted customers and provided benefit.
- **Response Time:** Determine the average response time of the helper. The assistant's faster responses indicate that they are answering consumer questions well, which boosts customer satisfaction.

Customer Satisfaction:

- **Net Promoter Score (NPS):** Track the changes in customer satisfaction by tracking the changes with the help of the NPS surveys to ascertain the impact of the digital assistant on customer loyalty.
- **Customer Feedback:** This is a customer feedback system and it entails the assistance of the assistant to obtain direct customer feedback, which will be applied to the system to help in the continuous improvement.

Sales Growth:

- **Conversion Rate:** Measures the percentage of customers who make a purchase after engaging with the assistant. Conversion rates rise when the assistant empowers clients to make more informed buying decisions.
- **Average Order Value (AOV):** Check the changes in the AOV because of the personalized recommendations, cross selling and upselling which cannot be achieved without the help of the assistant.

Operational Efficiency:

- **Customer Service Reduction:** Track pre- and post-implementation calls and enquiries for assistants. The reduction in enquiries indicates that the assistant is solving consumer issues (Rekettye et al., 2025).
- **Cost Savings:** The cost savings will be calculated based on the decrease in the customer service calls, cost of operation, and the decrease in efficiency in delivery.

Brand Sentiment

Adhere to all the sentiments in the social media, customer reviews and surveys to determine how the customers feel about the new programme. The initiative will be successful when there is positive sentiment and customer advocacy.

Key Performance Indicators (KPIs)

KPIs are measurable factors employed to determine the effectiveness of an initiative in attaining the desired business goals. They monitor outcomes, provide directions and optimize control of actions against organisational objectives.

Table 1: Key Performance Indicators

KPI	Purpose / Metric
Customer Satisfaction Score (CSAT)	Measures customer satisfaction with AI interactions; target: $\geq 85\%$ satisfaction
Net Promoter Score (NPS)	Tracks likelihood of customers recommending Tesco after AI-assisted experiences
Usage Frequency	Frequency of interactions with the assistant across channels (app, web, voice)
Average Response Time	Time taken for AI to respond; lower times indicate higher efficiency
Conversion Rate	Percentage of users making purchases after AI engagement
Average Order Value (AOV)	Monitors sales impact of personalized recommendations
Operational Efficiency	Reduction in customer service calls and in-store assistance due to AI automation
Customer Retention Rate	Measures loyalty impact; increase in repeat purchases through AI personalization
Delivery Accuracy & Speed	Efficiency of order fulfillment and scheduling improvements
Brand Sentiment	Social media and review analysis to assess customer perception of AI initiative

Conclusion

Tesco has been critically discussed in this report in terms of innovation and customer experience through the framework of Innovation Ambition Matrix and Customer Journey Mapping. Through this analysis, it is seen that Tesco still pays increased attention to the core innovations particularly operational efficiency, loyalty programmes and supply chain optimisation, and adjacent diversification Tesco Bank and Tesco Mobile. The plans of change, specifically in the area of digitalisation and AI-driven retail services, either are indicators of

strategic purpose to remain competitive in a market that is growing more technologically conscious.

The existing customer journey analysis indicated the existence of the key areas of concern as it included overcrowding within stores, flexibility and digital complexity in delivery, which defined the necessity in enhancing the extent of personalisation and a comprehensive, consistent interaction with customers at all points of contact. The given AI-based digital assistant will address these issues by increasing the channel involvement, rendering operations more receptive, and giving databased data.

Overall, the determinant of competitive advantage in the UK retail sector in the long-term will be that Tesco has the capacity to strike any type of incremental advancement with scalable digital transformation in the context of ongoing alignment of technological capacity with shifting customer expectations.

References

- Abdulquadri, A.O. (2025). Personalization and User Autonomy in Self-Service Experiences. *Practical Applications of Self-Service Technologies Across Industries*, [online] pp.443–474. doi:<https://doi.org/10.4018/979-8-3373-4667-0.ch016>.
- Basu, B. (2025). Data Analytics for Decision Making Towards Business Excellence. *Uncertainty and operations research*, pp.1–12. doi:https://doi.org/10.1007/978-981-95-2429-7_1.
- BAYCUR, G., Delen, E. and Kayışkan, D. (2022). Digital Conflicts in Marketing and Sales. pp.43–61. doi:<https://doi.org/10.1108/978-1-80262-773-220221004>.
- Block, M., Mulhern, F., DeGaris, L. and Schultz, D. (2025). A Holistic Model of Retail Marketing and Communications. pp.1–12. doi:https://doi.org/10.1007/978-3-031-86346-2_1.
- Boni, E.K. and Tabaghdehi, S.A.H. (2024). Smart Retailing Adoption and Digital Business Strategy in the Time of the Crisis. *Emerald Publishing Limited eBooks*, pp.227–244. doi:<https://doi.org/10.1108/978-1-80455-069-420241010>.
- Business Insights Blog. (2025). *What Is a Customer Journey Map? Process, Stages, and Example*. [online] Available at: <https://online.hbs.edu/blog/post/customer-journey-map>.
- Čirjevskis, A. (2023). The Foresight of Explicit and Valuation of Tacit Synergies in International Alliance by Real Options. *Springer proceedings in business and economics*, pp.783–801. doi:https://doi.org/10.1007/978-3-031-22749-3_48.
- Kang, P.S., Wang, X., Son, J.Y. and Jat, M. (2024). *Service 4.0*. Springer. doi:<https://doi.org/10.1007/978-3-031-63875-6>.
- Kumar, B.R. (2025). Green Investments in Retail Sector. *Sustainable Finance*, pp.585–604. doi:https://doi.org/10.1007/978-3-032-03333-8_20.
- Kumar, P., Dadwal, S.S., Modi, S., Ghouri, A.M. and Jahankhani, H. (2025). Artificial Intelligence (AI) and Marketing Dilemmas. pp.249–288. doi:https://doi.org/10.1007/978-3-031-94946-3_10.

- Kunc, J., Križan, F., Bilková, K., Novotná, M., Charvátová, K. and Čuláková, K. (2026). Post-socialist retail worlds: common and different paths of Czech and Slovak market transformation. *History of Retailing and Consumption*, pp.1–31. doi:<https://doi.org/10.1080/2373518x.2025.2602099>.
- Majdi, M.K., Fahim, I. and ELkandoussi, F. (2024). Marketing 5.0: A New Approach to Enhance Customer Experience (CX) Through the Integration of Innovative Technologies into the Customer Customer Journey. pp.347–354. doi:https://doi.org/10.1007/978-3-031-65018-5_32.
- Mashankar, A. and Kalokar, S. (2025). Internet of Things (IoT) in Retail Industry. *Lecture notes in networks and systems*, pp.413–419. doi:https://doi.org/10.1007/978-981-96-7508-1_37.
- Maslak, M., Yakovenko, Y., Maslak, O., Pererva, P. and Grishko, N. (2022). Problems of Intellectual Property in the Information Economy Through the Prism of Artificial Intelligence as a Dual-Purpose Technology. *2022 IEEE 4th International Conference on Modern Electrical and Energy System (MEES)*. doi:<https://doi.org/10.1109/mees58014.2022.10005671>.
- Pantano, E. and Willems, K. (2022). Retail in a Brand-New World. *Retail in a New World*, pp.107–124. doi:<https://doi.org/10.1108/978-1-80117-846-420221014>.
- Porter's Five Forces Team (2026). *What is Customer Demographics and Target Market of Tesco Company?* [online] Porter's Five Forces. Available at: <https://portersfiveforce.com/blogs/target-market/tescoplc>.
- Rahmani, M., Foroudi, P., Tabaghdehi, S.A.H. and Behbehani, R. (2024). The Role of Technology in Customer Purchase Intention in the UK Market. *Emerald Publishing Limited eBooks*, pp.163–195. doi:<https://doi.org/10.1108/978-1-80455-069-420241008>.
- Rekettye, G., Liu, J. and Danyi, P. (2025). Retail and Wholesale Pricing. pp.209–235. doi:https://doi.org/10.1007/978-3-031-90526-1_10.
- Tajudeen, F.P., Moghavvemi, S., Thirumoorthi, T., Phoong, S.W. and Bahri, A. (2025). Digital Future of SMEs: Towards Successful Digital Transformation. *Emerald Publishing Limited eBooks*, pp.113–133. doi:<https://doi.org/10.1108/978-1-83662-168-320251007>.

Tyagi, D. and Kaur, J. (2025). The Impact of the COVID-19 Pandemic on Fast Commerce. *Methods and Applications of Quick Commerce (Q-Commerce)*, [online] pp.299–330. doi:<https://doi.org/10.4018/979-8-3373-1712-0.ch011>.