



### Hybrid Segmentation of Omnichannel Grocery Customers in Cross-Channel Behaviour Context

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#### Abstract:

This study formulates the segmentation of grocery customers in the context of omnichannel, by using shopping motives as the main segmentation variables as they play an important role in generating cross-channel behavior. Additionally, the hybrid segmentation is also formulated using sociodemographic characteristics, search phase, and purchase phase as the behavioral variables. Analysis methods used in this quantitative research are cluster analysis, cross-tabulation, and multiple discriminant analysis to process the research data collected from 280 respondents via an online questionnaire. The sample is taken using a purposive sampling technique, with two criteria: customers who have made cross-channel purchases at grocery retailers and are decision-makers in shopping for household needs. The result generates three omnichannel grocery customer segments: the Risk Avoider who display cross-channel behavior due to their motives to avoid perceived risk when shopping online, the Pleasure Seeker who are driven by the motive to satisfy their pleasure through the shopping activity itself in displaying cross-channel behavior, and the Efficiency Suitor who display cross-channel behavior due to more rational shopping motives. For industry players, this research is expected to provide insight into the characteristics of each customer segment in terms of motivation, information seeking, and purchasing behavior as a guide in implementing relevant strategies for each segment. While for the academic aspect, this study contributes new information in the area of customer behavior in omnichannel marketing. It is very difficult to find specific investigations of omnichannel grocery retailers' customer behavior based on shopping motives, sociodemographic characteristics, search phase, and purchase phase, therefore this study offers a novelty by generating the customer psychographic and behavioral profile of omnichannel grocery that have not been found in previous studies, especially in Indonesia as a

representative of developing countries.

**Keywords:** omnichannel, segmentation, cross-channel behavior, grocery, shopping motives.

## 跨渠道行为背景下全渠道杂货客户的混合细分

### 摘要:

本研究通过使用购物动机作为主要细分变量,在全渠道背景下对杂货店客户进行细分,因为它们在产生跨渠道行为中起着重要作用。此外,还使用社会人口特征、搜索阶段和购买阶段作为行为变量来制定混合细分。本次定量研究采用的分析方法是聚类分析、交叉制表 and 多重判别分析,对通过在线问卷收集的 280 名受访者的研究数据进行处理。样本是使用有目的的抽样技术抽取的,有两个标准:在杂货零售商进行过跨渠道购买的客户,并且是满足家庭需求的购物决策者。结果产生了三个全渠道杂货客户群:风险规避者,他们在网上购物时出于避免感知风险的动机而表现出跨渠道行为;快乐寻求者,他们的动机是通过购物活动本身来满足他们的乐趣;跨渠道行为,以及由于更理性的购物动机而表现出跨渠道行为的效率追求者。对于行业参与者而言,这项研究有望深入了解每个客户群在动机、信息搜索和购买行为方面的特征,作为对每个细分市场实施相关战略的指导。而在学术方面,本研究为全渠道营销中的客户行为领域提供了新的信息。很难找到基于购物动机、社会人口特征、搜索阶段和购买阶段的全渠道杂货零售商客户行为的具体调查,因此本研究通过生成全渠道杂货的客户心理和行为概况提供了一种新颖性。在以往的研究中已经发现,尤其是以印度尼西亚为代表的发展中国家。

**关键词:** 全渠道、细分、跨渠道行为、杂货店、购物动机。

### 1. Introduction

Current technology is blurring the boundaries between online and offline channels, thus making it easy for customers to shop through multiple channels (Tyrväinen & Karjaluoto, 2019). In response to these behavioral changes, the concept of multichannel emerged that accommodates the behavior of purchasing decisions made by customers (Öztek & Özgür, 2021). According to Berman et al. (2018), the concept of multichannel retail is when a retailer sells to customers through more than one channel. However, it turns out that the ease and speed of access to information these days increase customer knowledge and awareness of products and services, thus enabling them to evaluate these products and services more deeply in the purchase decision process (Gök, 2020). Such shopping experience desired by the customer unfortunately cannot be accommodated by the multichannel concept, where the multichannel concept does not make channels work together in an integrated manner and run separately from one another (Omnisend, 2020). According to Deloitte (2015), currently, the multichannel concept is not enough, so it is necessary to integrate online and offline channels to create an experience for every customer that can be accommodated by the omnichannel concept. Omnichannel consists of the synergistic management of many available channels and customer touch points in such a way that the customer experience and the performance of the channel can be optimized (Melero et al., 2016). Therefore, business people who want to meet customer needs and respect their preferences are

also starting to implement an omnichannel strategy (Yuruk-Kayapinar, 2020) to create a customer experience to adapt to current trends in customer behavior by integrating all existing marketing channels, both online or offline.

An omnichannel strategy is also needed, especially by grocery retailers, where Quach et al. (2020) recommends grocery retailers to ensure service consistency across channels to facilitate a positive shopping experience. Ismanā-Ilisan (2017) added that the challenges for grocery retailers are not only caused by increasing competition, but also the more complex characteristics of customers in meeting their needs as lifestyle changes and technological advances. In responding to these challenges, much insight is still needed to be right on target, because at the current stage of development, the implementation of an omnichannel strategy for grocery retailers still has more research questions than answers, both in terms of science and practice (Domański & Łabenda, 2020), especially in developing countries like Indonesia. Gunawan et al. (2018) add that most consumers in Indonesia are used to doing grocery shopping online, however grocery retailers in Indonesia are still in the early stages of omnichannel and cannot fully implement omnichannel that integrates their multiple channels (Haydan, 2020), thus requiring relevant omnichannel development strategies.

To support the determination of the right omnichannel strategy, the important thing that should not be forgotten is the segmentation carried out on the market to identify potential customers that can be

reached by retailers. According to Kotler et al. (2021), the process of dividing a market into distinct groups of buyers who have different needs, characteristics, or behaviors, and who may require separate products or marketing programs is called market segmentation. A group of customers who respond in the same way to a particular set of marketing efforts is called a segment group. In line with what was stated by Elliot and Barth (2012) that segmentation is a characteristic that buyers have and may be closely related to their buying behavior. Business people need to know well their customer segmentation, as stated by Aviliani et al. (2011) that by analyzing the customer profile of each segment, a marketing strategy can be determined according to the customer profile.

For this reason, further studies are needed on how customer segmentation profiles display cross-channel behavior as the main element of omnichannel (Verhoef et al., 2015), so that retailers can take the right approach for each customer segment. Cross-channel behavior consists of two aspects, namely webrooming (the act of searching for products online and then buying them in physical stores) and showrooming (looking for products in physical stores and then buying them online) (Jocovski et al., 2019). These two aspects help us understand the customer journey and how retail channels make the customer experience better through an omnichannel system (Mishra & Srivastava, 2019). In this regard, Gereia et al. (2021) conclude that the main research topic in the scope of cross-channel behavior is the customer segmentation literature, where Valentini et al. (2020) added that there are segments of customers who prefer offline channels, online channels, or a combination of both, but the motives behind these customer preferences have not been studied further.

In fact, several previous studies have proven that shopping motives are crucial antecedents in generating cross-channel behavior, including the research of Kim et al. (2019), Wong et al. (2018), Heitz-Spahn (2013), and Lee and Kim (2010) who use elements of utilitarian motives (price consciousness and convenience orientation) as well as elements of hedonic motives (shopping enjoyment and impulse buying) to explore product information-seeking behavior through online and offline channels. Moreover, motivation has also proved to have a significant impact on loyalty (Zhang & Walsh, 2021). Shopping motives can be understood as the goals behind customer shopping behavior, which determine the benefits that individuals want to obtain and the choice of products or channels to satisfy those desires (Kim et al., 2019). By investigating shopping motives, the objective structure that underlies customer behavior along the shopping journey can be understood in detail, namely how and why customers choose a certain set of interactions (Barwitz & Maas, 2018). The purpose of shopping based on utilitarian motives is to complete shopping efficiently (Babin et al., 1994), hence, from this perspective, saving monetary resources, effort, and

time during the shopping process is important. In contrast, hedonic motives capture the benefits of entertainment and exploration. The dimensions of entertainment pursuit of profit, such as happiness, sensuality, enjoyment, and fantasy, are related to shopping (To et al., 2007), so from this perspective, shopping is more than just completing tasks. In addition to these two perspectives, information attainment, social interaction, and variety seeking (Kang, 2018), as well as risk aversion (Santos & Gonçalves, 2019; Flavián et al., 2016; Frassetto et al., 2015) are the motive variables used in this research.

Customers' motives in performing different cross-channel behaviors are closely related to the different sociodemographic characteristics of each customer (Heitz-Spahn, 2013). Additionally, the explosion of digital technology that causes customer journeys to become more extensive and flexible prompts retailers to manage complex customer journeys through identification and understanding of omnichannel customer segmentation based on their journey from searching for product information (search phase) to purchasing a product (purchasing phase) from retailers (Herhausen et al., 2019). It can be concluded that in examining cross-channel behavior, the treatment of all customer segments cannot be the same, so it is necessary to segment existing customers in the market as part of the cross-channel behavior model. If cross-channel behavior is customer behavior that combines channels to make purchasing choices, the search phase (webrooming journey duration, webrooming experience, showrooming journey duration, showrooming experience, search priority) and purchase phase (customer duration, purchase frequency, spending on shopping) describe the underlying customer characteristics in cross-channel behavior.

In relation to the phenomena described, many studies have investigated the shopping behavior of customers at grocery retailers (Atkins et al., 2016; Padhye & Sangvikar, 2016; Seitz et al., 2017; Fagerström et al., 2017; Deka, 2018). In relation to the omnichannel trend, many people have researched omnichannel customer behavior (Hall & Towers, 2017; Silva et al., 2018; Tyrväinen & Karjalainen, 2019; Lin et al., 2019; Herhausen et al., 2019; Valentini et al., 2020; Cheah et al., 2020). Furthermore, several researchers have also conducted sociodemographic segmentation, search, and buying phases (Konus et al., 2008; De Keyser et al., 2015; Herhausen et al., 2019). In this study, the use of sociodemographic segmentation variables, search phase behavior, and purchase phase behavior was based on the research of Herhausen et al. (2019). However, previous studies have not accommodated shopping motives variables as a basis for segmentation. Then, the research of Herhausen et al. (2019) also focuses more on multichannel customers in general, while this research focuses on omnichannel customers, specifically on grocery retailers. In fact, it is very difficult to find specific investigations of omnichannel grocery retailers' customer behavior

based on shopping motives, sociodemographic characteristics, search phase, and purchase phase, so this research offers a novelty by presenting the grocery customer profile in the omnichannel context.

## 2. Methods

The variables used in this study consisted of two classifications: the variables of shopping motives with an interval scale, sociodemographic and search, and purchase phase variables with a nominal scale. The measurement instrument for shopping motive variables was adopted from Kim et al. (2019) for price consciousness, convenience orientation, shopping enjoyment, impulse buying; Kang (2018) for information attainment and social interaction; Goraya et al. (2020) for variety seeking; Santos and Gonçalves (2019) for risk aversion. Meanwhile, sociodemographic, search, and purchase phase variables refer to references from Wang et al. (2015) for the age group; Namin and Dehdashti (2019) for income range; Herhausen et al. (2019) for household size, customer duration, purchase frequency, and spending on shopping; Lemon and Verhoef (2016) for webrooming shopping journey duration and showrooming shopping journey duration; Gensler et al. (2012) for webrooming experience and showrooming experience; Hawkins and Mothersbaugh (2012) for search priority.

From the data collected from the preliminary test to as many as 60 respondents, it was found that all the instruments in the questionnaire were proven valid and reliable, so the questionnaires were distributed to all respondents who were the samples in this study. The sample was taken using a purposive sampling technique, with two criteria: customers who have made cross-channel purchases at grocery retailers and are decision-makers in shopping for household needs. The number of respondents collected in this study was 341 respondents, but after screening based on the specified criteria, only 280 respondents met the sample criteria.

Data analysis techniques that will be used in this research are cluster analysis, cross-tabulation analysis, and multiple discriminant analysis. Cluster analysis is carried out to form millennial customer segmentation in the omnichannel context in the grocery retailer industry, by processing the interval-scaled variables in the study. The K-mean cluster will be used, which is a statistical analysis that is useful for grouping many objects into a predetermined number of groups where the background characteristics of the object are not known for sure. K-mean cluster is effectively used to group large objects, which are more than 100.

To process behavioral variables on a nominal scale, the statistical method cross-tabulation analysis (crosstab) will be used, which is useful for tabulating several different variables into a matrix, so that it will be able to identify and confirm various clusters formed through previous cluster analysis. After forming the market segments, the data processing is performed using the multiple discriminant analysis (MDA)

method to test whether there are differences between the segments formed, so that the appropriate strategy can be determined for each segment.

## 3. Results

The results of data processing with cluster analysis can be seen in Table 1.

Table 1. Significance of the segmentation variables

| Variables               | F       | Sig.  |
|-------------------------|---------|-------|
| Price consciousness     | 17,009  | 0,000 |
| Convenience orientation | 10,370  | 0,000 |
| Shopping enjoyment      | 34,247  | 0,000 |
| Impulse buying          | 114,531 | 0,000 |
| Information attainment  | 42,303  | 0,000 |
| Social interaction      | 68,730  | 0,000 |
| Variety seeking         | 30,035  | 0,000 |
| Risk aversion           | 65,013  | 0,000 |

Based on Table 1, the eight shopping motive variables, namely price consciousness, convenience orientation, shopping enjoyment, impulsive buying, information attainment, social interaction, variety seeking, and risk aversion have a significant relationship with segment division, so that all these variables can be continued for further analysis.

Table 2. Number of segment members

| Segment | Number of members |
|---------|-------------------|
| 1       | 39                |
| 2       | 103               |
| 3       | 138               |
| Total   | 280               |

From the division of segments carried out, in Table 2 it can be seen that the number of members of segment 1 is 39 people or 13.92% of the total population, segment 2 is 103 people or 36.79% of the total population, and segment 3 is 138 people or 49.29% of the total population. That way, grocery retailers' omnichannel customers are spread almost evenly into segments 2 and 3, while segment 1 can be said to be a market niche because the numbers are much smaller than other segments.

Table 3. Final cluster centers

| Variables               | Segment 1 | Segment 2 | Segment 3 |
|-------------------------|-----------|-----------|-----------|
| Price consciousness     | 4,20      | 4,56      | 4,57      |
| Convenience orientation | 4,30      | 3,99      | 4,33      |
| Shopping enjoyment      | 3,97      | 4,58      | 3,79      |
| Impulse buying          | 2,72      | 4,48      | 3,40      |
| Information attainment  | 4,33      | 3,78      | 4,40      |
| Social interaction      | 2,85      | 3,67      | 2,37      |
| Variety seeking         | 4,46      | 4,68      | 4,14      |
| Risk aversion           | 3,96      | 3,42      | 2,53      |

Table 3 shows the characteristics of the shopping motives of each segment. Members of Segment 1 have a positive opinion on risk aversion compared with members of Segments 2 and 3. Members of Segment 2 have a positive opinion on shopping enjoyment, impulse buying, social interaction, and variety seeking compared to members of Segments 1 and 3. Meanwhile, members of Segment 3 have a positive

opinion on price consciousness, convenience orientation, and information seeking compared to members of Segments 1 and 2. Thus, Segment 1 consists of a small proportion of grocery retailers' customers who display cross-channel behavior in an omnichannel context due to their motives to avoid risks that may be felt when shopping online. For this reason, this segment will hereinafter be referred to as the Risk Avoider segment. Then, Segment 2 is mostly grocery retailers' customers who are driven by the motive to satisfy their pleasure through the shopping activity itself in displaying cross-channel behavior, so this segment will hereinafter be referred to as the Pleasure Seeker segment. Meanwhile, Segment 3 is mostly grocery retailers' customers who display cross-channel behavior due to more rational shopping motives, so this segment will hereinafter be referred to as the Efficiency Suitor segment.

Table 4. Distance between final cluster centers

| Segment | 1     | 2     | 3     |
|---------|-------|-------|-------|
| 1       |       | 2,119 | 1,844 |
| 2       | 2,119 |       | 2,278 |
| 3       | 1,844 | 2,278 |       |

Regarding the difference in distance between each segment and other segments, from Table 4, it can be seen that the furthest distance is between the Pleasure Seeker segment and the Efficiency Suitor segment, which means that the difference between the two segments is the most significant. This is possible because of the contradictory orientation of these two segments, where the Pleasure Seeker prioritizes emotional pleasure in shopping omnichannel, while the Efficiency Suitor focuses on the rational benefits of the omnichannel shopping concept. However, the closest distance is between the Risk Avoider segment and the Efficiency Suitor segment, which means that the two segments are the most similar, judging from their orientation, which is equally rational in displaying cross-channel behavior.

Furthermore, to determine the sociodemographic characteristics, the search phase, and the buying phase of each segment, a cross-tabulation analysis test was conducted, the results of which can be seen below.

Table 5. Age group crosstab results

| Age group                      | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|--------------------------------|------------------|---------------------|-----------------------|
| Gene Z (17–24 years old)       | 12,8%            | 32,0%               | 32,6%                 |
| Millennial (25–40 years old)   | 51,3%            | 44,7%               | 39,9%                 |
| Gene X (41–56 years old)       | 33,3%            | 19,4%               | 26,1%                 |
| Baby boomers (57–75 years old) | 2,6%             | 3,9%                | 1,4%                  |

Table 6. Income range crosstab results

| Income range                  | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|-------------------------------|------------------|---------------------|-----------------------|
| < Rp 4.500.000                | 17,9%            | 30,1%               | 26,1%                 |
| Rp 4.500.000–Rp 10.000.000    | 35,9%            | 31,1%               | 31,2%                 |
| > Rp 10.000.000–Rp 15.000.000 | 15,4%            | 11,7%               | 13,0%                 |

Continuation of Table 6

|                               |       |       |       |
|-------------------------------|-------|-------|-------|
| > Rp 15.000.000–Rp 25.000.000 | 15,4% | 10,7% | 15,2% |
| > Rp 25.000.000               | 15,4% | 16,5% | 14,5% |

Table 7. Household size crosstab results

| Household size | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|----------------|------------------|---------------------|-----------------------|
| 1–2 persons    | 20,5%            | 19,4%               | 14,5%                 |
| 3–5 persons    | 69,2%            | 67,0%               | 68,1%                 |
| > 5 persons    | 10,3%            | 13,6%               | 17,4%                 |

From the sociodemographic viewpoint, Tables 5–7 show the characteristics of the three existing segments. Table 5 shows that the Risk Avoider is dominated by the millennial age group and followed by gene X, the Pleasure Seeker is dominated by millennials and gene Z, while the distribution of the age group in the Efficiency Suitor is more evenly distributed between millennials, gene Z, and gene X. In terms of income range, in Table 3, it can be seen that the Risk Avoider is dominated by the income range group of Rp. 4,500,000 – Rp. 10,000,000, and the Pleasure Seeker and the Efficiency Suitor are dominated by the income range group of less than Rp. 4,500,000 to Rp. 10,000,000. Meanwhile, the income range group above it, which is more than Rp. 10,000,000 and above, can be said to be evenly distributed in the three existing segments. The last sociodemographic variable, namely household size, which can be seen in Table 7, also shows the similarities of the three segments, which are dominated by customers with 3 to 5 people in the household.

Table 8. Webrooming journey duration crosstab results

| Webrooming journey duration | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|-----------------------------|------------------|---------------------|-----------------------|
| < 1 h                       | 35,9%            | 64,1%               | 58,0%                 |
| 1–3 h                       | 43,6%            | 28,2%               | 28,3%                 |
| > 3 h – 1 day               | 5,1%             | 3,9%                | 5,8%                  |
| > 1 day                     | 15,4%            | 3,9%                | 8,0%                  |

Table 9. Webrooming experience crosstab results

| Webrooming experience | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|-----------------------|------------------|---------------------|-----------------------|
| Always                | 17,9%            | 26,2%               | 23,9%                 |
| Often                 | 53,8%            | 45,6%               | 50,7%                 |
| Sometimes             | 28,2%            | 25,2%               | 20,3%                 |
| Almost never          | 0,0%             | 2,9%                | 5,1%                  |

Table 10. Showrooming journey duration crosstab results

| Showrooming journey duration | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|------------------------------|------------------|---------------------|-----------------------|
| < 1 h                        | 59,0%            | 31,1%               | 55,1%                 |
| 1–3 h                        | 25,6%            | 62,1%               | 37,0%                 |
| > 3 h – 1 day                | 5,1%             | 2,9%                | 1,4%                  |
| > 1 day                      | 10,3%            | 3,9%                | 6,5%                  |

Table 11. Showrooming experience crosstab results

| Showrooming experience | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|------------------------|------------------|---------------------|-----------------------|
| Always                 | 15,4%            | 22,3%               | 20,3%                 |
| Often                  | 30,8%            | 50,5%               | 52,9%                 |
| Sometimes              | 53,8%            | 26,2%               | 22,5%                 |
| Almost never           | 0,0%             | 1,0%                | 4,3%                  |

Table 12. Search priority crosstab results

| Search priority   | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|---|------------------|---------------------|-----------------------|
| Option 1 (more loyal to product brands than grocery retailers)        | 71,8%            | 30,1%               | 60,1%                 |
| Option 2 (more loyal to grocery retailers brands than product brands) | 12,8%            | 58,3%               | 24,6%                 |
| Option 3 (equally loyal to product brands and grocery retailers)      | 15,4%            | 11,7%               | 15,2%                 |

In terms of search behavior, Tables 8-12 show the characteristics of the three segments, especially in conducting cross-channel activities as reflected in showrooming and webrooming. In Table 8, the Pleasure Seeker and The Efficiency Suitor both require a very short duration of webrooming, which is under 1 h, while The Risk Avoider takes a longer time of 1 to 3 h to finally decide to buy. However, all three of them have often performed webrooming activities, which can be seen from Table 9. For showrooming activities, Table 10 shows that The Pleasure Seeker requires a longer time of 1 to 3 h, compared to the other two segments, which only require less than 1 h to decide to buy.

Based on Table 11, it can be seen that The Risk Avoider is less likely to do showrooming than the other two segments, which often perform this activity. The last search behavior variable, namely search priority, can be seen in Table 12, where The Risk Avoider and The Efficiency Suitor tend to be more loyal to product brands than grocery retailers', while The Pleasure Seeker is more loyal to grocery retailers' brands than product brands.

Table 13. Customer duration crosstab results

| Customer duration | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|-------------------|------------------|---------------------|-----------------------|
| < 1 year          | 5,1%             | 11,7%               | 8,0%                  |
| 1–3 years         | 28,2%            | 24,3%               | 25,4%                 |
| > 3 years         | 66,7%            | 64,1%               | 66,7%                 |

Table 14. Purchase frequency crosstab results

| Purchase frequency        | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|---------------------------|------------------|---------------------|-----------------------|
| Once a month              | 10,3%            | 11,7%               | 13,0%                 |
| 2–3 times a month         | 48,7%            | 48,5%               | 50,0%                 |
| 4–5 times a month         | 23,1%            | 12,6%               | 23,2%                 |
| More than 5 times a month | 17,9%            | 27,2%               | 13,8%                 |

Table 15. Spending on shopping crosstab results

| Spending on shopping        | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|-----------------------------|------------------|---------------------|-----------------------|
| < Rp 100,000                | 7,7%             | 12,6%               | 9,4%                  |
| Rp 100,000 – Rp 500,000     | 46,2%            | 52,4%               | 58,0%                 |
| > Rp 500,000 – Rp 1,000,000 | 20,5%            | 19,4%               | 19,6%                 |
| > Rp 1,000,000              | 25,6%            | 15,5%               | 13,0%                 |

The last segmentation variables, namely from the

aspect of purchasing behavior, are shown in Tables 13-15. The three existing variables, namely customer duration in Table 13, purchase frequency in Table 14, and spending on shopping in Table 15, show no significant difference between the three segments, where all three are subscribed to grocery retailers for more than 3 years, make purchases 2–3 times a month, and spend Rp 100,000 – Rp 500,000 on every purchase at grocery retailers.

Table 16. MDA output test results

|         |         |
|---------|---------|
| Box's M | 554,183 |
| F       | 1,366   |
| df1 df2 | 360     |
| Sig.    | 5,901E4 |
|         | 0,000   |

Table 17. Classification function coefficient output

| Variables                             | The Risk Avoider | The Pleasure Seeker | The Efficiency Suitor |
|---------------------------------------|------------------|---------------------|-----------------------|
| Price consciousness                   | 13,743           | 14,242              | 13,384                |
| Convenience orientation               | 8,789            | 8,534               | 8,224                 |
| Shopping enjoyment                    | 7,350            | 8,299               | 6,540                 |
| Impulse buying                        | 3,382            | 6,989               | 5,213                 |
| Information attainment                | 3,852            | 3,265               | 2,373                 |
| Social interaction                    | 4,922            | 6,517               | 4,459                 |
| Variety seeking                       | 8,955            | 8,804               | 7,433                 |
| Risk aversion                         | 8,139            | 6,893               | 5,434                 |
| Age group                             | 3,176            | 3,174               | 2,761                 |
| Income range                          | 0,069            | -0,253              | -0,108                |
| Household size                        | 4,088            | 4,719               | 4,672                 |
| Webrooming shopping journey duration  | 3,004            | 2,419               | 2,507                 |
| Experience Webrooming                 | 3,230            | 3,069               | 3,075                 |
| Showrooming shopping journey duration | 1,394            | 1,512               | 1,503                 |
| Experience Showrooming                | 3,065            | 3,178               | 3,277                 |
| Customer duration                     | 0,229            | -0,133              | 0,617                 |
| Search priority                       | 4,395            | 4,676               | 4,700                 |
| Purchase frequency                    | 1,242            | 1,231               | 1,098                 |
| Spending on shopping                  | 0,225            | -0,048              | -0,046                |

Table 18. Classification result

| Segments              | Predicted Group Membership |
|-----------------------|----------------------------|
| The Risk Avoider      | 92,3%                      |
| The Pleasure Seeker   | 95,1%                      |
| The Efficiency Suitor | 94,2%                      |

Furthermore, to see the differences between the three segments formed, from the results of data processing with Multiple Discriminant Analysis, the following results are obtained. From Table 16, a hypothesis test can be performed to determine whether there are differences between the three segments formed. Because  $\text{sig} = 0.000 < 0.05$ , the hypothesis of this study is proven, namely that there are significant differences between the three grocery retailers' omnichannel customer segments. Furthermore, referring to Table 17, it can be seen that the very dominant variable that can be used as an indicator to determine the membership of omnichannel grocery retailers is the price consciousness variable, which has the highest Fisher index (13,743, 14,242, 13,384).

Based on Table 18, this discriminant model can classify 92.3% for The Risk Avoider segment, 95.1%

for The Pleasure Seeker segment, and 94.2% for The Efficiency Suitor segment. This means that, with the data obtained at this time, it can be believed that the membership of omnichannel grocery retailers who are included in the Risk Avoider category can be predicted precisely by 92.3%, then the membership of omnichannel grocery retailers who are included in the category of The Efficiency Suitor can be predicted precisely by 95.1%, while the membership of omnichannel grocery retailers customers who are included in the The Efficiency Suitor category can be predicted precisely at 94.2%.

Segment 1 (The Risk Avoider) is a market niche in the context of omnichannel implementation of grocery retailers, dominated by millennials and gene X who still think about risk factors when shopping, especially when shopping is done online, as stated by Santos and Gonçalves (2019) that customers who have this motive tend to reduce uncertainty about the potential negative consequences that can result from a purchase. Therefore, this segment rarely performs showrooming activities and only does it for less than 1 h, because this segment prefers to perform webrooming, where the final phase of purchasing is done offline. This also justifies their loyalty, which is more aimed at product brands than grocery retailers', where their level of trust in grocery retailers in terms of omnichannel implementation is still low, so they prefer to get product brands that they usually use even though they don't buy at their regular retailers. This agrees with Atkins et al. (2016) who have previously carried out generational segmentation and stated that generation X is an apathetic group in spending at grocery retailers, where they perform shopping activities as a routine.

Segment 2 (The Pleasure Seeker) is the second largest segment in the grocery retailers market profile, especially in the omnichannel context. This segment is dominated by millennials and gene Z, who are more driven by hedonic motives in shopping (shopping enjoyment, impulse buying, social interaction, and variety seeking). So, this segment considers omnichannel shopping at grocery retailers as a way to refresh from routine. Therefore, this segment is used to doing showrooming and webrooming activities, but the duration for doing showrooming tends to be longer. This is understandable as this segment enjoys the search phase of their shopping process, so when browsing on offline channels will be longer in duration. This also justifies their shopping priorities more loyal to the grocery retailers' brand, where they shop not just looking for items they need regularly, but also to do window shopping.

Segment 3 (The Efficiency Suitor) represents most grocery retailer customers in the omnichannel context in the market, where the age group segment is spread across generations, from gene X, millennial, and gene Z. This segment has little resemblance to The Risk Avoider, which is based on a more rational motive than the Pleasure Seeker segment.

This segment is driven by the motives of price

consciousness, convenience orientation, and information attainment. This justifies their search priority, where they choose to look for grocery retailers who provide the products they are looking for at the best prices, so the Efficiency Suitor is more loyal to product brands than grocery retailers'. This was confirmed by Kujipers et al. (2018) that consumers currently have the idea that food ingredients, which are the main products of grocery retailers, can be purchased anywhere and anytime at low prices, so they prioritize convenience and seamlessness in shopping for groceries.

#### 4. Discussion

This study proves that the behavior of the buying phase cannot be a segment differentiator because the characteristics are almost the same between the three segments, so, in the application of omnichannel grocery retailers in Indonesia, information about pre-purchase behavior needs to be explored, which is more difficult to detect rather than externally visible buying phase behavior. Additionally, this research also provides insight that price consciousness is still a prominent factor that differentiates between segments. Sumarwan (2000) also found a similar thing, where the price factor is increasingly dominant in its influence on certain customer groups in purchasing decisions for fruit, which is the main product sold at grocery retailers.

For The Risk Avoider, certainty regarding the guarantee of security and consistency of services provided by grocery retailers is crucial. Industry players should ensure that the omnichannel platform provided can provide more trust for this segment, especially with the fact that this segment performs more webrooming activities, which means that the initial consideration and active evaluation phase starts from the online channel. That way, The Risk Avoider's interaction with grocery retailers starting from the online point of contact will be a determinant for this segment to prove whether the grocery retailers can help them avoid the existing shopping risks. In the relatively long duration of webrooming, which is 1–3 hours, grocery retailers have the opportunity to 'trap' the customers so that the moment of purchase occurs, where the customers continue to physically buy the product they are looking for in the store. Therefore, the aspect of recommending the location of the grocery retailer branch is the main solution to capture this segment, so that The Risk Avoider's possibility of finding the product brand they are looking for in other grocery retailers is reduced. This is mainly because their search priority prioritizes product brands over grocery retailers'. But more than that, grocery retailers must ensure that the entire shopping process is free from threats to personal data security and payment risks and demonstrate reliability through safe shopping procedures. When customers have entered the post-purchase phase, loyalty to grocery retailers is expected to increase and they will automatically seek product

information from the same grocery retailers in the future.

The Pleasure Seeker is an important customer for grocery retailers to maintain because loyalty to the grocery retailers brand is their priority in shopping, as stated by Riandarini et al. (2015) that loyal customers greatly benefit marketers because they are less sensitive to price. This segment is unreluctant to change the brand of the product it is looking for as long as it buys from its regular grocery retailers, so that loyalty from this segment tends to be easier to achieve than the other two segments. Coupled with the fact that this segment is used to simultaneously conducting showroom and webrooming, grocery retailers should ensure that the omnichannel shopping system provides a pleasant experience for this segment, through an attractive and user friendly UI/UX (User Interface/User Experience) on the omnichannel platform, as well as the presentation of attractive product variety and layout in physical stores. Additionally, the aspects of shopping service integration and personalization of product recommendations are important to capture this segment. If The Pleasure Seeker has found the pleasure he/she is looking for in a certain grocery retailer, loyalty is more likely to be maintained.

For the Efficiency Suitor, obtaining the best offers and practically complete information is the main thing, so that the aspects of synchronizing promotional programs and consistency of product information are crucial to capture this segment. In a relatively short time, which is less than 1 h, grocery retailers have the opportunity to 'lock up' the customer so that the moment of purchase occurs, where the customer continues to buy the product he is looking for in a physical store or in online grocery retailer channels. Therefore, an omnichannel platform is needed that is embedded in physical stores and is connected to the customer's cellphone, where customers can directly make purchases through online channels owned by grocery retailers at that time. What also needs to be considered from this segment is their search priority, which prioritizes product brands over grocery retailers, where they will look for grocery retailers who offer the products they are looking for at the best prices. Therefore, the omnichannel platform is also expected to be able to provide customized promotional programs according to the purchase history of each customer to minimize customer switches to other grocery retailers. When the Efficiency Suitor believes that grocery retailers can be relied on, then loyalty to grocery retailers is expected to increase and they will automatically seek product information from the same grocery retailers in the future.

## 5. Conclusion

The segmentation of grocery retailers' customers in the omnichannel context based on shopping motives, sociodemographic characteristics, the search phase, and the purchase phase produces 3 segments, namely the Risk Avoider, which is a small proportion of grocery

retailers' customers who display cross-channel behavior in an omnichannel context due to their motives to avoid perceived risk when shopping online, the Pleasure Seeker, which is most grocery retailers customers who are driven by the motive to satisfy their pleasure through the shopping activity itself in displaying cross-channel behavior, and the Efficiency Suitor, which is most grocery retailers customers who display cross-channel behavior due to more rational shopping motives.

The results of this segmentation complement the previous research conducted by Herhausen et al. (2019) in Europe in fashion, electronics, and entertainment industries that produced five segments using almost the same segmentation variables: sociodemography, search phase behavior, and purchase phase behavior, as well as psychographic variables of price consciousness, time constraints, and involvement. This shows that the previous research resulted in a more complex segmentation profile compared to this research, which is possible from the characteristics of the market in developed countries, which are more familiar with the concept of omnichannel shopping, and the industry studied also shops products with a higher level of product involvement. In the context of grocery customers, psychographic and behavioral variables were also analyzed by Atkins et al. (2016) to produce three segments of grocery retail consumers digitally: spontaneous smart shoppers, apathetic smart shoppers, and involved smart shoppers, where all three have significant differences in terms of demographics, digital shopping activities, consumer characteristics, and post-purchase evaluation. But, the study didn't consider the shopping motives and the cross-channel behavior as the segmentation bases, so this research presents another aspect of the smart grocery shopping in customer segmentation.

The result of the customer segmentation that is generated by this study certainly has managerial implications for industry players. They should consider different strategies and approaches for each segment to accommodate the cross-channel behavior displayed by customers. Grocery retailers should provide the guarantee of security and consistency of services for The Risk Avoider. For The Pleasure Seeker, grocery retailers should ensure that the omnichannel shopping system provides a pleasant experience. Lastly, for The Efficiency Suitor, synchronizing promotional programs and consistency of product information are crucial to capture this segment.

Pentecost et al. (2019) said that the current broad general segmentation model may be too general to be used by marketers, so this study offers a novelty by investigating hybrid segmentation of omnichannel grocery retailer customers that have not been found in previous studies, especially in Indonesia as a representative of developing countries. However, this study has several limitations, including the absence of psychographic variables other than shopping motives as a basis for segmentation, where the presence of other

variables will be able to add information about the profile of the segment formed. Therefore, it is suggested for the future research to include other psychographic variables that relate to cross-channel behavior. Another further study can also investigate the same model in developed countries to complete this research done in developing countries to obtain a more comprehensive profile of omnichannel grocery customer segmentation, so global industry players will get more informative insight, considering the fact according to Tjhin et al. (2018) that today many retailers see the maturity of omnichannel as a key brand differentiator with increased loyalty highlighted as the top benefits.

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