Approximate Dynamic Programming for Optimal Direct Marketing

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Abstract—Email marketing is a widely used business tool that is in danger of being overrun by unwanted commercial email. Therefore, direct marketing via email is usually seen as notoriously difficult. One needs to decide which email to send at what time to which customer in order to maximize the email interaction rate. Two main perspectives can be distinguished: scoring the relevancy of each email and sending the most relevant, or seeing the problem as a sequential decision problem and sending emails according to a multi-stage strategy. In this paper, we adopt the second approach and model the problem as a Markov decision problem (MDP). The advantage of this approach is that it can balance short- and long-term rewards and allows for complex strategies. We illustrate how the problem can be modeled such that the MDP remains tractable for large datasets. Furthermore, we numerically demonstrate by using real data that the optimal strategy has a high interaction probability, which is much higher than a greedy strategy or a random strategy. Therefore, the model leads to better relevancy to the customer and thereby generates more revenue for the company.

Keywords-email marketing; Markov decision processes; approximate dynamic programming; evolutionary computing; recommender systems.

I. Introduction

Customer communication is crucial to the long-term success of any business [1]. Research has shown communication effectiveness to be the single most powerful determinant of relationship commitment [2]. Companies can choose from multiple channels in reaching their customers. The recent rise of social media has expanded the possibilities immensely. Most research focuses on email communication, though, because it is relatively easy to collect data of every email sent and every interaction resulting from the email on a customer level. Therefore, a thorough analysis of email communication effectiveness is possible.

Currently, in most companies, domain experts determine the email strategy. Customers are selected for emails based on business rules. These rules can be deterministic, such as matching the email's language or gender with those of the customer. However, they can also be stochastic, such as matching the (browsing) activity categories of a customer to the email category. Measurements suggest that a large fraction of the emails are unopened, a larger portion of the emails do not even direct customers to the company's website, and almost all emails are not related to direct sales. An increase in the interaction probability, therefore, directly leads to additional revenue. This probability can be increased by

a better recommendation process of deciding which email to send at what time to which customer.

The challenge faced in this research can be classified within the research field of recommender systems. A recommender system has as purpose to generate meaningful recommendations of items (articles, advertisements, books, etc.) to users. It does so based on the interests and needs of the users. Such systems solve the problem of information overload. Users might have access to millions of choices but are only interested in accessing a fraction of them. For example, Amazon, YouTube, Netflix, Tripadvisor, and IMDb use recommender systems to display content on their web pages [3]. Similarly, one can use recommender systems to recommend certain emails to users, thus, to determine when to send which email to which user.

Recommender systems have traditionally been classified into three categories: content-based filtering, collaborative filtering, and hybrid approaches [4]. Content-based filtering is a recommendation system that learns from the attributes (or the so-called contents) of items for which the user has provided feedback [5]. By doing so, it can make a prediction on the relevancy of items for which the user has not provided feedback. Collaborative filtering looks beyond the activity of the user for which a recommendation needs to be made. It recommends an item based on the ratings of similar users [4]. Hybrid recommender systems make use of a combination of the abovementioned techniques in order to generate recommendations.

Although recommender systems might seem a good way to address the direct marketing problem, they have some shortcomings. One of the major problems for recommender systems is the so-called cold-start problem. This concerns users or items which are new to the system; thus, little information is known about them. A second issue is that traditional recommender systems take into account a set of users and items and do not take into account contextual information. Contextual information might be crucial for the performance of a recommender system [6]. A third issue is an overspecialization: "When the system can only recommend items that score highly against a user's profile, the user is limited to being recommended items that are similar to those already rated" [4]. Lastly, recommender systems must scale to real data sets, possibly containing millions of items and users. As a consequence, algorithms often sacrifice accuracy for having a low response time [3]. When a data set increases in size, algorithms either slow down or require more computational resources.

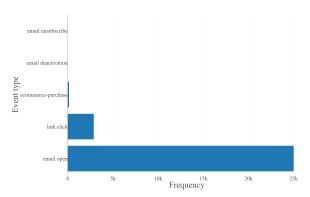


Figure 1. Frequency of event types.

The main contribution of this paper is that we address the mentioned shortcomings of the traditional recommender systems by formulating the direct marketing problem as a Markov Decision Process (MDP). This framework deals with context and uncertainty in a natural manner. The context (such as previous email attempts) can be specified in the state space of the MDP. The uncertainty is addressed by the optimal policy as an exploration-exploitation trade-off. The scalability of the algorithm is addressed by limiting the history of the process to sufficient information such that the state space does not grow intractably large. Furthermore, we test our model with real data on a greedy and random policy as a benchmark. The results show that our optimal strategy has a significantly higher interaction probability than the benchmark.

In this paper, we expand on our work in [1] by doing a more thorough data analysis, implementing an alternative method to solve the MDP, and by further elaborating on the discussion.

The organization of this paper is as follows. In Section II, we describe the data used for our data-driven marketing algorithm. Section III describes the model and introduces the relevant notation. In Section IV, we analyze the performance of the model and state the insights from the model. Finally, in Section V, we conclude and address a number of topics for further research.

II. DATA

In this section, we describe the data used for this research. We explain the data, comment on the data quality, filtering, and processing. Finally, we explore the data by showing relevant statistics and visualizations.

The data is gathered from five tables of an international retailer from one complete year and concerns: *sales* data, *email sent* data, *email interaction* data, *customer activity* data, and *customer* data.

The *sales* table contains all orders that have been placed by each customer. This includes information on the product, price, and date. The *email sent* table contains all emails sent to each customer. An email is characterized by attributes such as title, category, type, gender, and date. The *email interaction* table is structured similarly to the *email sent* table, however, it contains an interaction type. An interaction type can be email open, link click, online purchase, email unsubscribe, or

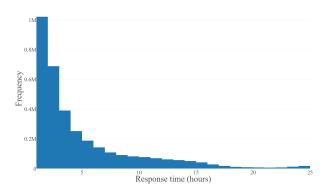


Figure 2. Distribution of time until the first interaction with an email.

email deactivation. The *customer activity* table contains for each customer its activity on the retailer's platform, such as browsing or clicking on the website. Finally, the *customer* table contains characteristics of a customer, such as date of birth, country, city, and gender.

Quality

The data used for this research is, for the large part, automatically generated. However, this does not guarantee its quality. Some issues appear when inspecting the data.

First, according to the data, 232 countries exist. Although there is discussion on the number of countries in the world, the United Nations (UN) recognizes a little under 200 countries. Business rules can explain the high number of countries in the database, such as classifying a part of the business (e.g., customer services) as a separate country. We tackle this issue by filtering on countries recognized by the UN.

Second, some physical stores are classified as individual customers. This results in these customers making hundredths of orders every year, creating much revenue. For these reasons, they can easily be identified.

Last, a large part of the customers does not place orders or show activity. This might be because one physical customer might have multiple accounts or devices through which interactions are made. Additionally, bots or spam accounts might be classified as customers. Business rules and logic is applied to identify and consolidate; however, this logic is not 100% accurate.

Processing

In this research, we analyze a vast amount of data. After filtering, we analyze approximately just over a million customers, but millions of emails, orders, and email interactions. Just the size of the raw email table is larger than 200GB. Such amounts of data cannot be processed on a standard, local machine. Thus, we used cloud technologies to process the data. The tables were queried using the Presto query engine. The query results were analyzed using various Python scripts making use of Spark (PySpark). In total, 14 queries and 22 Python scripts were written to explore data, process data, and build models.

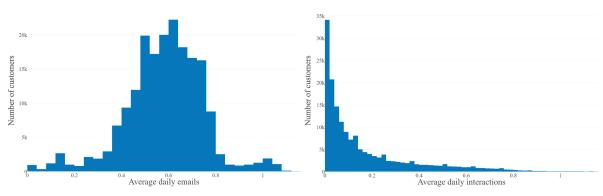


Figure 3. Distributions of emails received and emails interacted with by customers: average daily emails (left) and average daily interactions (right).



Figure 4. The various filters applied to the customer data.

Filtering

Given the data size, data quality challenges, and to focus on relevant customers, we filter the data. In the raw data, we have approximately 240 million unique customers. However, this does not correspond to reality because business definitions, falsely identified customers, or inactive customers inflate this number. We reduce this to approximately 1 million customers by applying various filters. This procedure is visualized in Figure 4. First, we exclude stores by limiting the number of purchases and the total order value of each customer. Next, we focus only on customers that have ever placed an order, are registered (this excludes guest accounts), are flagged as customer (excludes duplicate accounts), have indicated that they can be contacted online, are situated in Europe, and have shown activity on the online platform in the previous year.

Data exploration

The retailer has over 1 million unique active customers in its database. In total, a little more than 132 million emails were sent, leading to around 34.5 million interactions. The main interaction category is 'email open', which occurs over five times more frequently than the second interaction category, 'link click'. This is intuitive, as an email needs to be opened in order to click a link. Even fewer emails are related to direct online sales, and rarely an email leads to an unsubscribe or deactivation (see Figure 1). The customers that interact with an email, usually do so within a few hours. The majority even within one hour, with the number of interactions declining

by the hour afterward. Only after 24 hours, there is a slight increase in the number of interacting customers (see Figure 2).

With the current email strategy, the retailer does not send the same emails to the same customers. The average customer receives an email every other day and interacts with an email every 10 days. Interestingly, some customers interact with more than 1 email per day on average. The email interaction rate varies between the email category and email type. The interaction rate of individual emails shows even larger differences. This rate ranges from 3.4% to 67%. Figure 3 shows the average daily emails received and the average daily interactions per customer. The distributions of both statistics differ much. The average daily interactions look exponentially distributed by visual inspection, whereas the average daily emails received looks more normally distributed.

In this research, we are mainly interested in delivering relevant communication to the customers. Whether an email is relevant to a customer can be expressed by whether the customer interacted with the email. We investigate two correlations related to the email interaction rate. We do this by visualizing the relation with a scatter plot (plotting a random sample of the data) and including a 95% confidence interval for the mean. The confidence interval is created through a bootstrap procedure.

Figure 5 (left) visualizes the correlation between the average number of emails received and the number of interactions. The average daily interactions is positively correlated with the average daily emails. This is intuitive, as it would benefit no strategy to send more emails to a customer that does not interact with emails. Also, it is impossible for a customer to interact with two emails if the customer only received one. However, sending more emails does not necessarily mean more interactions. Figure 5 (right) visualizes the correlation between the interaction probability and total order value of a specific customer. The interaction probability is defined as the number of interactions divided by the number of received emails for a specific customer. The graph indicates that a higher interaction probability is correlated with a higher-order value. When looking at the interaction probabilities of 0.3 and 0.4, the confidence intervals for the mean total order value (averaged over all customers) are non-overlapping. For a probability of 0.3, the confidence interval is [174.68, 180.71] and for a probability of 0.4 this yields [189.02, 195.11]. Thus, customers that have a higher interaction probability have a

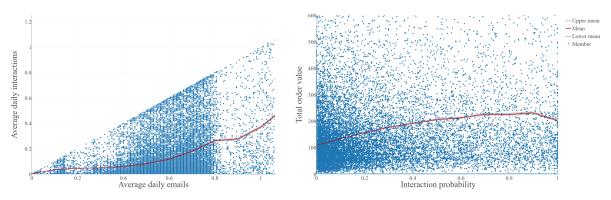


Figure 5. Scatter plots diagrams: # emails vs # interactions (left) and interaction probability vs customer order value (right).

higher customer value (for interaction probabilities smaller than 0.8).

III. MODEL DESCRIPTION

We implement a discrete-time Markov decision process (MDP) for our email marketing process. The MDP is defined by four entities: the state space S, the action space A, the reward function r, and the transition function p.

We define a state $s \in \mathcal{S}$ as a vector of the form $s = (x_0, x_1, x_2, y_0, y_1)$. Here, x_i represents the $(3-i)^{\text{th}}$ previous interaction of the customer for $i \in \{0, 1, 2\}$. Similarly, y_j is defined as:

$$y_j = \begin{cases} 1, & \text{if } (2-j)^{\text{th}} \text{ previous action led to an interaction,} \\ 0, & \text{otherwise,} \end{cases}$$

for
$$j \in \{0, 1\}$$
. (1)

This choice for the state is partially inspired by [7], in which the state is defined as the sequence of the past k items bought. We make a clear distinction between actions and interactions, an action meaning sending an email to a customer and an interaction meaning the customer interacting with an email. The x_i 's of the state space represent a customer's preference in content, and the y_i 's represent the customer's sensitivity to emails. The parameters i=3 and j=2 have been empirically chosen, leading to an approximate model. There is a trade-off between tailoring the model for individuals and, more accurately, estimating the model parameters. The size of the state space grows exponentially as i and j are increased, since $|\mathcal{S}| = |\mathcal{A}|^i \, 2^j$.

We define an action $a_i \in \mathcal{A}$ as an integer. This integer represents a combination of email category and email type. An example of a category is 'household products' and an example of type is 'special event'. In our data, 20 categories and 21 types exist. However, not all combinations of category and type appear in the data. Therefore, we focus on the 20 actions that occur most frequently. In this way, we reduce the size of the action set by 95% at the cost of discarding 21% of the data.

The reward function represents the reward (business value) of a customer visiting a state. We aim to maximize the communication relevancy to the customers. This can be measured by customers interacting with emails. Thus, the reward

function should measure email interactions. We define the reward function as $r(s) = y_1$ for $s = (x_0, x_1, x_2, y_0, y_1)$. This function expresses whether the previous action leads to an interaction. Conveniently, the last element in the state vector already does so.

The transition probabilities are estimated by simply counting the occurrences of a transition in the data. Specifically,

$$p(s, a, s') = \frac{C(s, a, s')}{\sum_{s' \in \mathcal{S}} C(s, a, s')},$$

in which C(s,a,s') is a function that counts the number of occurrences of transitioning from state s to state s' when applying action a. To create the data to estimate these probabilities, three steps are required. First, we collect on a daily level which action and interaction was registered with which customer. Next, we compute the state of each customer based on this information. Lastly, we aggregate all state changes of all customers into one final table. These steps are visualized in Figure 6.

To summarize the implementation of the MDP, we present an example. This example is visualized in Figure 7. The example highlights that when a customer is in state $s_t = (14,6,10,0,0)$ and action $a_t = 17$ is applied, we have a 19% probability of transitioning to state $s_{t+1} = (6,10,17,0,1)$ (since $p(s_t,a_t,s_{t+1}) = p\big((14,6,10,0,0),17,(6,10,17,0,1)\big) = 0.19\big)$ and an 81% probability of transitioning to state $s_{t+1} = (14,6,10,0,0)$. Note that for any s_t , only two possibilities exist for s_{t+1} .

Modeling considerations

Multiple challenges arise when modeling the problem as an MDP. Most of these have been tackled by defining an appropriate MDP as done in the previous paragraphs. However, some modeling choices remain, which are described next.

A. The unichain condition

In order for solution techniques to work for our model, the MDP needs to be unichain. The unichain property states that there is at least one state $s \in \mathcal{S}$, such that there is a path from any state to s [8]. A path from z_0 to z_k of length k is defined as a sequence of states z_0, z_1, \ldots, z_k with $z_i \in \mathcal{S}$ with the property that $p(z_0, z_1) \cdots p(z_{k-1}, z_k) > 0$.

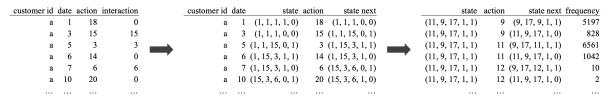


Figure 6. The three data processing steps required for estimating the transition probabilities.

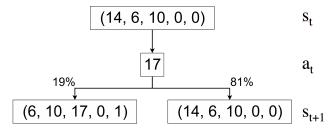


Figure 7. Example transition.

The unichain property does not automatically hold when we take all states and state transitions directly from the data. This is because the chain is partially observed, so for some states, it is not observed that a specific action causes an interaction. For some states, it might only be observed that the next possible state is the current state. We solve this problem by removing all states for which fewer than 2 next states are observed.

B. Estimation of transition probabilities

In our implementation, making the MDP unichain reduces the number of observed states. A problem with the estimation of the transition probabilities is that some probabilities are based upon thousands of observations, whereas others only on a few observations. This introduces noise in the transition probabilities. To tackle this challenge, we recursively remove state transitions that occur fewer than 50 times and, if this leads to states being impossible to transition to, we also remove those and transitions to those states.

The MDP is partially observed; we initially observe 86% of the theoretically possible states. After filtering, we are left with 39% of possible states. This is a large reduction in the number of observed states. However, it does ensure we focus on the most relevant and frequently observed states. Figure 8 shows the distribution of the number of observed transitions per state before filtering.

C. Exponential growth

Lastly, defining and solving an MDP can be difficult because of the exponential growth of the state space due to the multiple components of the state, as discussed before, when setting the values of i and j. If the state space becomes too large, solving the MDP might not be realistic. To ensure the MDP can be solved within a feasible time period, we implement a custom version of the value iteration algorithm, taking into account the following issues.

In our case, the set of possible next states, defined as E(s,a), only consists of 2 states. This significantly reduces the run time of the algorithm. If we did not do this, the algorithm would have to check the transition probabilities to and values of all 32,000 possible states.

We implemented the action set, A, as being dependent on the state, thus redefining it as A(s). For some states, not all 20 actions are observed. So it is unknown to the model what the transitions would be. Not taking into account these unknown actions improves the performance of the algorithm.

Finally, we initialize E(s), $\mathcal{A}(s)$, and p(s,a,s') for all s, a, and s' in memory using Python dictionaries. This allows for $\mathcal{O}(1)$ lookup steps of any probability, action set, or the set of next states within the algorithm.

Finding the optimal policy

We find the optimal policy to the MDP by using two methods: value iteration and Evolutionary Computing (EC). The field of Evolutionary Computing (EC) can be seen as a family of algorithms that acts as a meta-heuristic. They can be applied to finding the optimal value to an MDP and potentially generating near-optimal solutions efficiently. We have not observed this way of using EC in the literature.

Inspired by nature, EC works with notations of an individual, population, generation, selection, recombination, and mutation [9]. A generation is a population in a certain time period, a population consists of multiple individuals, and an individual represents some solution to a problem. Individuals can recombine with other individuals to create offspring, and individuals can be mutated. Selection operators determine which individuals pass on to the next generation.

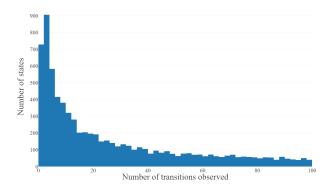


Figure 8. Distribution of the number of observed transitions per state.

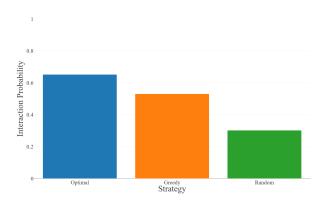


Figure 9. Comparing strategy performance: optimal vs. greedy vs. random.

We view an individual as a strategy, thus, as a mapping from state to action. Therefore, we represent an individual as a vector of integers $\langle s_1,\ldots,s_n\rangle, n=|S|, s_i\in A$, in which s_i is a gene specifying which action to take in the state at index i in the list of possible states. We can assign a fitness f_i to individual i by applying a variation of the value iteration algorithm, in which we do not follow the optimal but the current strategy.

We initialize the population by randomly generating individuals. We choose a population size of $\mu=100$, fitness proportionate parent selection, the uniform recombination operator, and the random reset mutation operator.

Regarding survivor selection, we use a λ - μ ratio of 2, which means we generate twice as many offspring as we have parents. We use a $(\mu + \lambda)$ survivor selection technique, we select survivors from the union of the current population and the children. The survivor selection operator we use is a tournament selection procedure of size k=6. We sample k individuals from the set of parents and children, and choose the individual with the highest fitness as a survivor. We repeat this process until our new population size equals μ . Additionally, we use elitism, i.e., the best individual from the old generation is always selected for the new generation.

Our termination condition is based upon time; we stop generating offspring after running the algorithm for 24 hours.

Modeling Considerations

Next to the considerations of creating the MDP, two more challenges arise when modeling the EC approach. They are described as follows.

D. Choice of components

The main challenge is choosing the components and the parameters they imply. We make these choices based upon a grid search procedure. This procedure is time-consuming, as most parameters influence the balance between exploitation and exploration, which concerns the algorithm's performance in the short- and long-term. It might seem that a parameter positively affects the fitness in the early generations. However, when looking at a longer horizon, this might not be true.

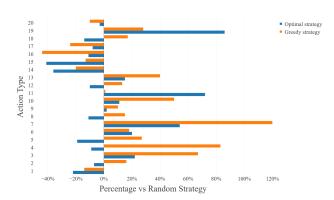


Figure 10. Action performance: frequency of an action within the optimal or greedy strategy divided by the expected frequency of that action.

E. Evaluation of strategies

The evaluation of strategies is time-consuming as well. To improve the performance, we use a modified version of the value iteration algorithm, in which we only follow the given strategy. This has the advantage that not every action in every state should be taken into account, and thus, the algorithm converges faster. To further reduce the evaluation time, we decrease the convergence threshold ε over the generations. In this way, the evaluation of the population is faster in the first generations and gradually slows.

IV. RESULTS

In this section, we present an analysis of the performance of the models. We analyze the strategy performance by comparing three different strategies, all based on the MDP framework: the optimal strategy, a greedy strategy, and a random strategy (benchmark). The optimal strategy is calculated through value iteration, the greedy strategy by choosing in each state the action with the highest interaction probability, and the random strategy by randomly choosing an action in each state.

Figure 9 shows the resulting performance of the three strategies. The optimal strategy has the highest long-run interaction probability, corresponding to a value of 65%. The greedy strategy is second with a rate of 53%, and the random strategy with 30%. Interestingly, the interaction rate of the optimal strategy is 23% higher than the rate of the greedy strategy, showing that taking into account delayed rewards can highly increase the strategy value. Both the optimal and greedy strategy perform better than the random strategy, showing that using advanced strategies has a large impact on the interaction rate.

Figure 10 highlights the effectiveness of each action type. This effectiveness is measured by dividing the frequency of an action within the optimal or greedy strategy over the expected frequency of that action. It is measured in this way, since an absolute measure would not be accurately representing the action performance, as in some states only one action might be possible. So the absolute measure would not represent how much the action is preferred over other actions. A comparison between the greedy and optimal strategy is made to highlight the difference between short- and long-term rewards of the corresponding action.

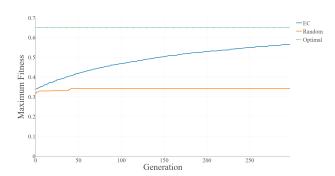


Figure 11. Performance of EC: maximum fitness per generation

Large differences are visible in action performance. Actions that perform well on both the short- and long-term are action 7: the type retail clearance, 19: weekly product releases in a specific category, and 6: new releases. Interestingly, some actions are highly beneficial for the long-term, but not beneficial for the short-term, see., e.g., action 4. Actions that perform poorly are action 1, 14, 15, 16, or 17, which are all weekly product releases. It seems that only the weekly product release in a specific category (action 19) performs well.

Figure 11 shows the fitness of the best individual throughout the generations during the run of the EC algorithm. This fitness curve increases rapidly in the first generations. However, the increase slows down as the generations pass. The algorithm did not find the optimal strategy within the time limit of 24 hours, which corresponds to running 297 generations. Given more time, the algorithm will find better individuals and converge towards the optimal solution. The value of the optimal strategy is highlighted by the dotted line. The orange line (the line with the lowest maximum fitness) shows the maximum fitness found by a random search.

V. CONCLUSIONS AND DISCUSSION

This research shows that the retailer can increase its relevance to its customers by applying a different email strategy. Hereby, it possibly increases the revenue it generates. However, the strategy we developed is based on the data generated from the retailer's current email strategy. If the retailer starts experimenting with different strategies, this might uncover patterns unknown to the current model and potentially improve the optimal strategy we presented.

An interesting result of this research is the difference between the optimal and the greedy strategy. The interaction rate of the optimal strategy is 23% higher, relatively. Thus, the balance between short- and long-term rewards should be taken into account when dealing with similar problems. If we had chosen to use traditional methods, such as content-based or hybrid filtering, this result would not have been directly visible. These methods do not explicitly include this balance, so during the modeling process, it will be beneficial to try to include this balance.

Moreover, the results indicate a 'reality gap' between theory and practice. The interaction rate of the random strategy (30%) is higher than the interaction rate of the retailer's current strategy (27%). This is probably because our model has fewer restrictions compared to real life. However, with the interaction rate of the optimal strategy being 65%, the model shows to have potential.

Throughout this research, all data concerns the past. However, to measure the impact of strategies more accurately, it would be better to measure the performance in real-time. For example, through an A/B testing procedure. Additionally, an algorithm like reinforcement learning could be used to learn the value of strategies in real-time. This algorithm is known to balance short- and long-term rewards and balance the trade-off between exploration and exploitation. It hereby tries to both learn a better strategy and apply the best-known current strategy whilst executing certain strategies.

Furthermore, we can extend the model by redefining actions. In this research, we focused on emails. However, this channel is not tied to the model. In the future, the same model can optimize push notifications of mobile applications, in exactly the same manner as the current model does.

Our research results show that evolutionary computing is less efficient in finding the optimal solution than the value iteration algorithm. The value iteration algorithm converges below ϵ within 20 minutes on the same machine. Potentially, the EC approach can be improved by choosing different operators. However, the algorithm needs to be improved largely in order to match the speed of the value iteration algorithm. On our MDP, the EC approach seems inadequate; however, in other cases, it might still be a good idea to implement. For example, an MDP where the action space is larger and, therefore, the value iteration algorithm might have difficulties to converge. In this case, the EC approach can deliver better strategies than random, and if given enough time, approach the optimal solution.

Research opportunities

As with any model, the model we presented in this research is a simplification of reality. The main impact is that, compared to real life, the model can choose between more actions. In reality, not every action can be undertaken in every time period. This can be improved by further restricting the action set, based upon the state. For example, incorporating the previous action in the state and restricting the action set based on this previous action.

Furthermore, the estimate of transition probabilities can be improved. At the moment, this estimation is based upon counting frequencies. However, when transitions are not observed or observed infrequently, this estimation is unreliable and these transitions are filtered. This leads to a further restricted state space. Instead of removing these transitions, we could initialize a default probability from transitioning from a state to any other state. Or we could use machine learning techniques to estimate these probabilities, as a transition probability might say something about the transition probability of a similar action.

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