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FULL TIME WITH INTERNATIONAL ORIENTATION

"A critical assessment of e-food repositioning derived from consumers' perspectives – Recommendations and possible implications"

A thesis submitted in partial fulfillment of the requirements for the master's degree in marketing & communication

BY

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CERTIFICATE OF DISSERTATION PREPARATION

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I hereby also declare that the present thesis is a result of my own work and has not been submitted for any other undergraduate or postgraduate qualification in Greece or abroad.

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Executive Summary

This study aimed to critically interpret the effectiveness of marketing repositioning efforts based on consumer's assessment at the paradigm of the e-food brand. By addressing consumer perceptions of specific aspects of the brand, the study sought to examine whether the desired repositioning dimensions pursued by the company were perceived as such from the consumers. Literature suggests sufficient aspects and typologies when forming a reposition strategy but once the strategy is formed a standardized model measuring position successfulness has yet to emerge. In this research we selected e-food company as the study case, a company used to operate solely in the online order and delivery in the food industry that has now aspiring to be a holistic online marketplace following global market trends. Six research statements were formed to research if related dimensions with indented reposition were present in consumers' perceptions. Assessment provided positive moderate successfulness. This study provides rich literature review and valuable insights into the effectiveness of the repositioning efforts at e-food and offers managerial implementations and recommendations for further enhancing the brand's position in the market. Insights can be useful to other industries as well. The diagnostic information are presented in the last section. An interpretation follows based on descriptive statistics and Crosstabulation with demographics. By addressing the identified areas for improvement and capitalizing on the strengths highlighted in the findings, e-food can strengthen its competitive advantage and better meet the changing demands and preferences of consumers.

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1. Introduction

In the current business landscape, firms face the challenge of maintaining credible brand differentiation amidst the imitation and homogenization of offerings (Hatch and Schultz, 2001). These challenges are exacerbated by overcrowded and fragmented markets (Fuchs and Diamantopoulos, 2010) To overcome this, the marketing managers and advertising executives employ brand positioning not only by identifying and establishing the unique differential advantage that differentiates the brand from competitors, in the minds of customers (Aaker and Joachimsthaler 2000; Keller and Lehmann 2006; Kotler et al. 2018) but mainly because positioning shapes brand preference by making a product clear, distinctive and desirable in customers' minds and leverage the strategic advantage in terms of high consumer loyalty and consumer-derived brand equity as well (Hartmann et al. 2005; Keller 2003; Knox 2004; Schiffman and Kanuk 2007).

According to Matthyssens, Vandenbempt, and Weyns (2009), in addition to appealing offerings, firms must possess a distinct and difficult-to-imitate position in the minds of consumers that complements their offerings. This distinct position reflects favorable perceptions and is achieved through positioning – the act of designing the firm's offerings and brand image to occupy a unique place in the target market's minds (Kotler, 2003).

One valuable asset that a firm possesses is the intangible value represented by its brand's purpose, as acknowledged by consumers. Keller (2003) defines a brand as a product / service that adds dimensions differentiating it from others designed to satisfy the same need

The creation of brand value involves shaping consumers' perceptions, achieved through the firm's employment of positioning strategies (Park, Jaworski, and MacInnis, 1986; Porter, 2001). Webster (1991) argues that positioning is an essential strategic concept applicable to consumer marketing as well as industrial products and services. The firm's value proposition, that represents its unique way of delivering value to customers, is crucial.

Repositioning is a marketing strategy that involves changing the way a company or product is perceived by its target market. The goal of repositioning is to capture new market opportunities and improve the appeal and competitiveness of the

company. In literature, the concept of repositioning is traced back to the unique selling proposition (USP) and has been way involved since the traditional ‘’STP’’ model. Namely it has been a lot more than the last step of segmentation and targeting. It’s a dynamic process and in contrast to rebranding that emphasizes on the visual elements, positioning is a matter of perception that triggers specific conceptual and mental aspects in regards to the consumers.

Positioning is roughly defined the contribution and image of a company that has a unique position in the minds of the target market. It has been studied and defined in multiple ways. Some definitions, focus on the need to modify the company's offerings or target market, some other emphasize on the reframe of the advertisement message and the promised delivered value while other highlight the interrelation with the strategic planning of the company and hence to establish a place among competition so for the consumers to distinguish its differences with other brands. Positioning schools and strategy can be classified according to a variety of theories and approaches. In present dissertation, we study repositioning successfulness in the paradigm company of e-food, an online platform for order and delivery that expands its offering beyond F&B industry, in order to follow the e-commerce and marketplace trends. The purpose of this research is to investigate if the pursued repositioning elements are actually present among consumers’ perceptions and in degree that validated effectiveness of the repositioning strategy and overall successfulness that contribute in the pursued repositioning strategy (aka the swift in an online market place for more than one product categories).

2. The paradigm of the e-food

E-food is on the Greek market for the last 10 years one of the most popular apps for order & delivery services in Greece with rapid dynamic growth. It was created and disseminated in recent years where it now supports more than 90 cities in Greece and offers the opportunity to the visitor to choose among 15,000 stores.

After the pandemic and after the cooperation with Sklavenitis, the company makes an "opening" in its position as a brand in the online marketplace. Appears that services similar to e-food during the quarantine period were a one-way solution for

many of co-citizens because commuting was banned. Reasonably, E-FOOD MARKET was the first later added service within the app. When the Q1 of 2021 e-food launched this new service category that allowed users 16h/7d to choose easily through a broad list of super market products, with guaranteed 15 min delivery time, a series of various advertisements types followed always having on focal those 3 attributes as the USP at the center of their marketing campaign despite the advertisement format. As per the information employees shared with the author the company focused on the following 3 repositioning attributes variety of offerings, fast delivery time and convenience

One of the first developments of repositioning was the collaborations of supermarkets with companies such as efood.gr. E-food presented its new TV campaign, which highlights the multifaceted identity of the brand by presenting a new reality: everyone can easily and quickly order whatever they want from e-food. Their campaign presents a series of many needs that can serve in almost all Food & Beverage product categories, including the category of super markets. From food and coffee, to shopping from the SKLAVENITIS supermarket chain, and the daily necessities from grocery stores, pharmacies, fishmongers, butchers, pastry shops, liquor stores, bars and bakeries, everything is delivered by e-food. It is essentially positioned as the company that can deliver all the products of the categories mentioned.

During the era of rapid development of e-commerce, e-food has managed, according to Convert Group's estimate, to strengthen its position in this sector and become the third largest player behind Sklavenitis and AB Vassilopoulos' eshop. There are many reasons that led to this particular development. However, the pandemic played a crucial role in enabling the company, which is part of the Delivery Hero group, to significantly enhance its position. Recently, it has been active in the market through the e-food market and promises fast deliveries, through the process of quick commerce.

If we look at quick commerce, more and more businesses are betting on it. Among them are purely online retailers, such as Wolt with its Wolt Market service, as well as My Market, which is gradually considering and planning to activate the

delivery process using the quick commerce model, focusing on deliveries that can be made within an hour with supermarket products.

In 2021, e-food further increased its sales. According to information, its sales increased by 56.7% as a result of business expansion and the number of customers. For comparison, e-food's turnover in 2020 was 64.48 million euros, up from 43.17 million euros in 2019. The 56.7% increase in 2021 means that the turnover exceeded 100 million euros, reaching 101 million euros, which indicates the continuously growing momentum of the business and the prospects for the e-delivery and quick commerce sectors in the coming years.

Simultaneously, as highlighted by e-food sources, the company experienced growth on multiple levels last year. The company achieved double expansion, both geographically by adding more cities to its platform, and in terms of collaborating businesses and business categories through the integration of the e-food market into its services. It maintains partnerships with over 20,000 food businesses and commercial stores in 100 cities in Greece.

3. Literature review

3.1. The concept of positioning

The term "position" has its roots in logic and philosophy. To posit means to assert a proposition or thesis for affirmation. The position of an object refers to its spatial location or its appropriate place in a given context. Grammatically, "positioning" can function as both a noun and a verb. As a verb, it describes the process and signifies an ongoing activity.

The study of positioning in relation to market segmentation, targeting, and market structure changes gained attention during the 1960s and early 1970s (Sekhar, 1989). The concept of positioning was initially related to advertisement and gained popularity through a series of articles published in Advertising Age in 1972 by Ries and Trout, known as "The Positioning Era." They further expanded on these ideas in their book "Positioning: The Battle for Your Mind" (Ries & Trout, 2001),

emphasizing the need for marketers to stand out in the minds of consumers amidst a saturated society bombarded with commercial messages.

Originally, positioning was viewed within the limited context of advertising, focused on manipulating customers' perceptions of reality (Ries and Trout, 1981, p. 242). However, it was later recognized that positioning extended beyond creative advertising and shared microeconomic roots with market segmentation (Haahti, 1986). Brand positioning is typically discussed in relation to segmentation, targeting, and communication.

In the 1960s, pioneers such as Alpert and Gatti (1969) popularized positioning in consumer product sales by differentiating similar products in the market. They further contributed to the idea through a series of articles published in advertising magazines, which sparked a paradigm shift in how advertising and marketing were perceived.

Reese and Trout (1986) expanded on the concept, considering it in the context of products, goods, services, companies, organizations, or individuals. They emphasized the importance of keeping the offering in the customer's mind and shifting marketing from product positioning to a battle for consumer attention. They highlighted the fundamental method of positioning as manipulating what already exists in the customer's mind, rather than creating something entirely new.

Positioning has evolved to include aspects of brand identity, reinforcing the meaning behind a brand and developing its position with a strategic approach to brand management (de Chernatony, 2010). Taking an identity approach helps initiate product or service innovation, design strategy, employee motivation, and the communication and image-building process (Riezebos & van der Grinten, 2012).

Contemporary writers, such as Hooley et al. (1998), Kotler (2003), Blankson and Kalafatis (2004), have defined positioning as a conceptual mental procedure. Positioning has progressed to the point where the process itself is considered the product. For example, when we say "airline," we actually mean "air transportation." Instead of repositioning, some companies choose to launch new products or brands due to the high cost and effort required for successful repositioning.

Hooley (2008) emphasizes that the essence of positioning lies in simplicity and persistence. It involves distilling the diverse features of a product or service, its

competitors, and the marketplace into a simple and easily understood message. A company's marketing communications should focus on developing a consistent and congruent positioning proposition to occupy a distinct place in the minds of consumers.

3.2. Positioning versus Rebranding

An introductive clarification should be made in regards the terms reposition and rebranding. Many sources use interchangeably those terms along with less popular but also common terms like brand revision, brand extension and redefinition, placement, makeover, renewal or reinvention without really distinct the difference between them.

Muzellec and Lambkin back in 2006, defined branding is “the creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of stakeholders and competitors” (Muzellec, & Lambkin. 2006). Other definitions refer to the need to change some or all of the tangible and intangible attributes of the brand (Daly and Moloney 2004). By analyzing Muzellec’s definition, we recognize that it refers to all enterprises whether trading a product or services. It is their attempt to reposition their brand by changing name, and/or brand aesthetics with the intention of developing a differentiated position in the mind of stakeholders, consumers, and competitors. As Miller, Merrilrd, and Yakimova (2014) explain, it is a way to keep market relevance through name, visual identity, or by positioning changes to accommodate varying requirements in business contexts, or even by developing new qualities to maintain and attract interest for the offered service or product and to access new markets. However, having Wells and Prensky (1996) stated that successful positioning results in a distinctive brand image or mental picture in consumers' minds showcasing the synergy between branding and positioning.

Presently, the official definition of the term position is completely disassociated with tangible or visual characteristics like the creation of a new name, term, symbol, design, logo or a combination of them because is merely focused on intangible aspect of a brands perception in costumers minds. In this study we use the term positioning and repositioning merely with regards in consumers perceptions and connotations they make in alliance with the brand.

3.3. Position and Positioning

There is a distinction in the views of term position and positioning. The opinion varies as per different scholars. Position is static concept in which consumers grasped an image of a product in their minds. It means that the place held into the mind of byer is permanent. Irrespectively, the concept of positioning is an active process (Rigger 1995). It alters in the consumer mind affected by the enterprises marketing efforts. Positioning is an ongoing and active process influenced both from the consumers and the company while building the appropriate image of a brand. In short, positioning is dynamic in nature. The second view is researchers didn't make any difference between these two terms (i.e., position and positioning) and interchangeable. (Kerin et. all 2007) At the same time, several terms such as positioning (Kotler, 2000), position (Smith and Lusch,1976), product positioning (Harrison,1987) and market positioning (Greenley,1989) have been also proposed in the literature. However, Arnott's (1992) argues that the various available definitions and terminologies are simply "several sides of the same coin" pointing out the fact that most of the apparent definitional differences are substantively superficial.

3.4. Definition of Positioning

Most of the authors have based their definitions on the original description of the placement of Ries and Trouts (1969), that is, they have made minor adjustments, but their basic idea has been created in the words of Reis and Trout, who said that it is a «psychological tool used by customers to simplify information inputs and store new information in a logical place" In their work, Ries and Trout (1986) concluded that, positioning starts with the product. A piece of merchandise, a service, a company, an institution, or even a person. They clearly state that positioning is not what is done to the product/ service, but rather what is done to the mind of the prospect consumer. This concept has been continued by Kotler (2000) who provided the following quote 'Positioning is the act of designing the company's offering and image to occupy a distinct place in the target market's mind.'' Although the definitions of Ries and

Trout, and Kotler are among the most widely cited a single, universally accepted definition has yet to emerge. Many authors come so far to refer that positioning is intended to guide the organization's entire marketing program, and positioning is not just an advertising strategy, the product, brand, price, promotion, and distribution should all be in accordance with the statement of positioning, which considers placement as an element of the overall strategy. Richarm (2007) argues that traders should adopt the placement as their fifth "P" and use it in conjunction with the other four "Ps". On a larger scale, it is an important "P", which leads to the establishment of the other four "P"s and at the same time serves as a bridge to corporate strategy.

Kotler (2000) state that: «positioning is the deliberate, proactive, iterative process of defining, modifying and monitoring consumer perceptions of a market able object.» The main objective of positioning is to answer "why" the consumer should buy the product or service and to have a comparative advantage for the product in the mind of the consumer. The success of the product in the market will depend on how it will be positioned and its success depends on the differentiation that has been chosen and which follows the selection of the target market by highlighting some unique characteristic of the product . Thus, the widespread use of the concept of positioning emphasizes its importance, usefulness and applicability. Repositioning, a key aspect of marketing, refers to the process of changing a company or product's image, target market, or value proposition with the aim of enhancing its competitiveness and appeal. The concept of repositioning has been widely acknowledged in marketing literature as a strategic effort to capture new market opportunities and increase success. One of the earliest definitions of repositioning can be found in Philip Kotler's "Marketing Management," where he defines it as the process of altering a consumer's perception of a brand's image. Another definition, put forth by Louis Boone and David Kurtz in "Contemporary Marketing," defines repositioning as changing a product's target market or its value proposition. In more recent literature, repositioning has been described as a strategic marketing effort that involves changing the way a company is perceived by its target market. For instance, book "Marketing Management: A Strategic Decision-Making Approach" by John Mullins and Orville Walker defines repositioning as the process of changing a company or product's identity and image to improve competitiveness

and appeal to existing or new target markets. In conclusion, the specific definition of positioning may vary, but the overarching goal remains the same, which is to improve the competitiveness and appeal of a company or product by changing its image, target market, or offerings. This study highlights that positioning, as a component of the STP mix, is not just a marketing technique but a crucial step for growth or survival in the business world.

3.5. Determining the Outcomes of Successful Positioning

In today's overly communicative and product-satisfied consumer world, effective positioning is critical to a brand's success (Marsden, 2002). A brand is an entity that offers customers (and other relevant parties) added value based on factors over and above its functional performance. These added values, or brand values, makes it possible to differentiate and shape a unique value proposition so to provide the basis for customer preference and loyalty. (Knox 2004) Traditionally, marketers use the marketing mix, the 4Ps of product, price, place and promotion, to position the brand and to create brand values around a coherent set of policies for each of these Ps (Kotler, 1997). Over time, the marketing community’s knowledge of the effect of these various stimuli on customer perceptions increased and brand managers became brand engineers, ‘’manipulating well-tried stimuli to achieve predictable levels of customer value and generate superior profits. ‘’ (Knox 2004)

Positioning has also received a lot of attention over the past decade and has emerged as an example of Marketing Management. Theoretically, strategically and practically it is generally accepted that positioning is one of the most important aspects of modern marketing management, both from an academic point of view (Aaker and Shansby, 1982; Arnott, 1992, 1994; Blankson and Kalafatis, 2004. Boats, 2015; Diwan and Boda, 2011. Fuchs and Diamantopoulos, 2012; Hawley et al., 2012; Kapper, 2012; Kotler, 2003; Porter, 1996; Shengupta, 2005; Soundararaj and Rengamani, 2002, Urde and Koch, 2014) and from a practical or business point of view (Oglivy, 1983, Ries and Trout, 1981; Trout and Rivkin, 1996). The importance of positioning has been emphasized by several authors (Sengupta, 2005), who note that positioning decisions determine the direction of the overall marketing strategy of

the industry. Branding and positioning are interrelated and positioning is a pillar of brand management (Blankson and Kalafatis, 2007; de Chernatoni, 2009; Hess, 2010).

There is a positive relationship between the decision related to positioning and the success of the brand, which is the success of the brand's moves around the axis of the placement decision (Fuchs & Diamantopoulos, 2010; Pham, 2002; Panz & Moon, 2002). This applies not only to a new brand, but also to existing brands when expanding market capacity or separating the brand from its competitors through a solution (Tramsdorf, 2002).

Several authors (Masanek, 1995; Porter, 1996) is of the opinion that the long-term success of companies and their products depends on how well they establish themselves in the market. Positioning affects key consumer-oriented outcome variables, such as higher customer loyalty, higher equity, and brand value (Hartmann et al., 2005; Knox, 2004), low vulnerability of consumers (Romaniuk, 2001), positively formed preferences and beliefs about brand value, greater willingness to search for a brand (Schiffman & Kanuk, 2007; 1998), brand influence (Jewell, 2007) and brand visibility and memory (Alba & Chattopadhyay, 1986).

Many authors (Blankson et al., 2008, Blankson and Crawford, 2012, Kalafatis et al., 2000, Lee and Leo, 2009, Suzuki, 2000) didn’t miss to report that positioning affects a company's financial performance. In addition to consumer-focused non-financial indicators, the literature examined the effectiveness of positioning in terms of financial performance indicators. Cravens and Pierce (2009) express that a company's effective product position is essential to achieving and maintaining good performance. Therefore, the most important decision that a company makes about its product is how it should position its product.

3.6. Indented and perceived positioning

Generally, more than one aspect of positioning exists in literature. The meaning of positioning is different from the consumer view and has a different appearance from the company side, employees perceived it through a different lens and similarly competitor view provided via a totally different lens. The same time angle of

perception is different. Therefore, the level of understanding or interpretation of positioning among the various stakeholders differs.

The positioning activities start from the company side and have intention to position products according to its nature. The implementation of intended positioning is circulated via marketing activities (advertising, packaging, sales promotion etc.). Actually, the intended positioning is for the consumer. Consumers interpret the intended positioning which is done by marketing communication. But it is not necessary for the consumers that they perceive the intended positioning with accuracy. Thus, a difference rises between the intended and perceived positioning. This possible discrepancy may derive from the implementation of advertising campaign which is a part of communication activities.

In summary, positioning concept is not merely addressed with respect to consumer view point but also managerial activity. So, positioning is a consumer concept and a managerial concept also. The four following steps are evident according to DiMingo. Firstly, a segment in a market is being identified, followed by the selection of the segment that has the bigger potential business-wise, then facing the competitors that have to compete with and lastly formulating the strategy able to compete the targeted competitors.

3.7. Market-Oriented and Brand-Oriented Positioning

To better understand the concept two meta-theoretical approaches can be identified: market-oriented positioning and brand-oriented positioning. The differentiation lays on whether positioning is seen from an outside-in (market orientation) or an inside-out (brand orientation) perspective.

The inside-out, resource- based view of the firm, with its focus on skills, knowledge, processes, relationships or outputs, things that has increasingly come to influence the strategic-management field.

Outside-in approach towards brand positioning results in consumer knowledge, and from a strategic positioning leads to market knowledge. This approach reveals the consumer trends towards the product. Consumers' attitude varies towards each brand. In this mental approach marketers observe the consumer

cognitive behavior, affective behavior and purchase decision behavior towards the brand. (Wind et. all 1982).

An inside-out approach results to internal knowledge for both brand and strategic positioning. This distinction is relevant in relation to how an intended position is defined, and how the positioning process is developed and implemented. These approaches are different, but synergistic

According to Urde and Koch, market-oriented positioning is an external approach that defines and implements an intended position based on the brand image, as perceived by customers and non-customer stakeholders (Urde & Koch). Kotler, Keller, Brady, Goodman, and Hansen (2009, p. 361) support this view, stating that positioning involves designing the company's offering and image to occupy a distinctive place in the minds of the target market. By successfully creating a customer-focused value proposition, the target market is provided with a compelling reason to buy the product. Keller's definition of brand positioning is also market-oriented, as it aims to create the optimal location in the minds of existing and potential customers (Keller, 1999, p. 44).

Urde and Koch further assert that brand-oriented positioning is an internal approach that defines and implements an intended position based on the brand identity, guided by the organization's mission, vision, and values. For instance, Kapferer (2012) emphasized the importance of brand identity in understanding a brand's raison d'être and inner values. Kapferer's brand identity prism consists of six facets that reflect the sender's picture and the recipient's picture from both an externalization and an internalization perspective. The brand's physique, relationship with its users, and reflection from a recipient's perspective represent external perspectives, while the brand's personality, culture, and self-image represent internal perspectives (Kapferer, 2012, p. 183).

However, Urde et al. (2011, p. 17) contend that the two approaches are not mutually exclusive and can be used together synergistically. For Porter, its an outside-in perceptive and a strategic positioning that involves both creating a unique and valuable position, and occupying it to sustain a competitive advantage. Therefore, an organization's approach may be a combination of both paradigms. In a similar vein,

market- and brand-oriented positioning can be complementary rather than opposing paradigms (Urde & Koch, forthcoming).

3.8. Reasons for repositioning

Market repositioning is when a company changes its existing brand or product status in the marketplace. The research of Muzellec & Lambkin (2006) came to two major categories of the reasons why companies proceed with the strategy of repositioning, the strategic and the tactical. This categorization is based on the extent to which the branding issue is viewed as a corporate strategic decision or as a simple operational process. The main reason for the company to be repositioned is to communicate a message to the market, i.e. to competitors and consumers, that something has changed (Muzellec & Lambkin, 2006). For this reason, it is very important, on the one hand, that the company really has something new to show, and on the other hand, that this new thing is communicated at the right time.

Change of ownership

The first reason that usually makes the old brand unsuitable is a change in ownership structure (mergers and acquisitions etc.). Here the explanation emphasizes the idea that change is driven by changes affecting the functional structure of the organization (Muzellec & Lambkin, 2006). Therefore, is done as an administrative necessity followed by a strategic corporate decision unrelated to the communication needs of the business.

Change in corporate strategy

The second reason is the change in corporate strategy (refocusing, internationalization, etc.). It is related with the need to promote a new image of the organization or with the need to rationalize the portfolio of the brand, and is an internal and strategic decision (Muzellec & Lambkin, 2006). For example, the Carrefour group consolidated its hypermarkets, super markets and mini stores under

the name “Carrefour”, but adding respectively the terms “Planet”, “Market”, “City”, and “Contact” in order to separate them (Muzellec & Stuart 2004)

Change in the external environment

A change in the external environment could be a new competitor entering the market, a legal obligation or a large-scale crisis (Muzellec & Stuart, 2004). In the USA, the airline "ValuJet" was renamed "Tran Airlines" after a fatal accident (Berry, 2000; Muzellec and Lambkin, 2006). The brand might be forced to underline its superiority from competitors or substitutes that can be potential treats and therefore it might be a need to revisit brands messages and the named value proposition.

Other sources, list more reasons that can be solved via a change in a company’s positioning strategy. Among them may be:

Expand target audience.

Maybe the brand is capable to target a new segment only after having added new services or product to its portfolio of offerings. In addition, such a measure is necessary if products manufactured under a particular brand are in demand by a small group of consumers. E-food expanded it target audience that may not order junk food but cook and make it themselves. Also targeted those who have a busy lifestyle and save time by shopping online.

Brand Update.

Society is constantly changing, new trends or needs arise. If marketing research revealed that the brand is outdated, it is necessary to update it, making changes according to modern demands. E-food capitalized the timing of Covid-19 circumstances and synchronized with the blooming needs of consumers for online ordering.

Strengthening the brand.

In case, for example, the brand is outdated, which is possible if for a long time the logo and the slogan remained unchanged, the level of loyalty, likability or preference score of consumers can be very low. Lift or refreshment changes can significantly

increase the attractiveness of the brand in the eyes of consumers. While at the E-food paradigm, the graphics remained unchanged, the added serviced increased the usability (reasons to download, open and use the app)

4. Positioning strategies

4.1. Positioning Typologies

Employing positioning strategies paves the way for customers' preference for a firm's brands over competitors' brands. Positioning strategy forms the foundation of a brand's position in the marketplace (Blankson and Kalafatis, 2007a; de Chernatony, 2009). The formulation phase of the positioning strategy is not a simple step. There is not a generally accepted (universal) position typology that meets the needs and desires neither of the academic neither of the corporate communities. If the positioning strategy achieves its core goal, meaning a clear recognition of consumer perception, then it is considered a successful positioning. The most critical problem is that many marketers act empirically and with a sense of inner driver (Gursoy D. et all 2005). Promises in marketing communications are necessary to reach, not just inform about the benefits. The process of implementing a positioning strategy entails emphasizing the distinct attributes of a brand and presenting them in an appealing manner to both customers and non-customer stakeholders. As Keller (1993) suggests, the more conceptual and higher level the association, such as attributes, benefits, or overall brand image, the more likely the differentiation points are to serve as lasting sources of brand equity. Two main positioning strategies described by Sair et. all (2004) Surrogate and benefit positioning with sub-dividers each. Benefit positioning strategy can been further split in two parts a) direct benefit b) indirect benefit. Direct benefit positioning strategy emphasizes mainly on functional advantages of the brand. Indirect benefit positioning strategy emphasizes mainly on non-functional advantages of the brand. Surrogate positioning strategy emphasizes on certain usage of the brand. For them, the description of positioning strategies can be explained in different ways: theoretically, positioning can have a single base and in a second way multiple positioning bases are used. Further, single base positioning is known as pure or depth

(Fuchs and Diamantopoulos) positioning whereas multi-base positioning is known as hybrid positioning. Hybrid positioning can be further subdivided into two parts a) balanced positioning and b) dominant positioning strategy. In a balanced positioning strategy multiple bases/dimensions are employed and almost equal importance is assigned to the applied dimensions. In a second case which is dominant positioning, multiple bases/dimensions are employed and almost unequal importance is assigned to the applied dimensions moreover importance varies according to the nature of brand.

Blankson & Kalafatis (2004) claim that despite their extended literature review there is a clear lack of validated and empirically developed positioning typologies. They clearly state that the literature lacks an empirically based consumer/customer-derived typologies, capable of measuring positioning strategies (i.e. strategies that can be employed in the modification(s) of tangible characteristics and intangible perceptions of a marketable offering in relation to the competition) Blankson & Kalafatis declare that there is still confusion among marketers and strategy makers regarding which strategies are more successful (2010)

Despite efforts have been made towards the conceptualization and development of positioning typologies, the results have been descriptive and were keep repeating without operationalize suggestions. Further it is surprising to uncover a general paucity of documented, empirically based and consumer/customer-derived typologies, capable of measuring/reflecting positioning strategies.

Following a figure with a summary of previously suggested position typologies by Blakson et all (2004)

Author	Positioning Constructs, i.e. concepts
Buskirk (1975)	Features, (2) Price, (3) Advertising, (4) Distribution.
Brown and Sims (1976)	Problems solved, (2) Usage situation, (3) Users, (4) Competitors.
Berry (1982)	Value (warehouse, off-pricing), (2) Time efficiency (superstores, catalogue stores, tele-shopping); (3) High contact (specialty, facilitating, advising, added value, resource usage); (4) Sensory (sounds, smells, visuals).
Wind (1982)	Product features, (2) Benefits, (3) Problem solutions or need, (4) Usage occasions, (5) User, (6) Against another product; (7) Product class dissociation.
Aaker and Shansby (1982)	Attributes, (2) Price/quality, (3) Use or application, (4) Product/service user, (5) Product/service class, (6) Competition.
Crawford (1985)	Features, (2) Benefits:direct/indirect, (3) Surrogates: nonpareil, parentage (brand, company, person), manufacture (process, ingredients, design), target (end use, demographic, psychographic, behavioural); rank, endorsements (expert, emulative), experience (other market, band wagon, years/time); predecessor, competitor.
Ries and Trout (1986)	Market leader, (2) Follower, (3) Reposition the competition, (4) Use the name (5) Line extension (use of the house name).
Easingwood & Mahajan (1989)	Reputation/capabilities of organisation: expertise, reliability, innovativeness, performance, (2) Augmentation of product offering: product augmentation, extra service, (3) People advantage, (4) More attractive package offering, (5) A superior product through technology, (6) Accessibility, (7) Extra attention given to individual requirements through customisation, (8) Satisfaction of more user needs within the sector; through offering a complete product line.
Arnott (1992 1994)	Empathy, (2) Solvency, (3) Promotions, (4) Administrative time, (5) Helpfulness, (6) Reliability, (7) Attentiveness, (8) Staff competence, (9) Flexible products, (10) Access to people, (11) Reputation, (12) Customisation, (13) Incentives, (14) Social awareness, (15) Security, (16) Technology.
Hooley et al. (1998b)	(1) Low Price—High Price, (2) Premium Quality—Basic Quality, (3) Innovation—Imitation, (4) Superior Service—Limited Service, (5) Differentiated Benefits—Undifferentiated Features, (6) Tailored Offering—Standard Offering.
Kalafatis et al. (2000)	(1) Pricing, (2) Easy to do business, (3) Personal contact, (4) Product performance, (5) Range of offerings, (6) Presence, (7) Safety, (8) Leadership, (9) Distinct identity, (10) Status, (11) Country identity, (12) Differentiation, (13) Attractiveness.

Figure 1: Summary of proposed position typologies in literature. Blankson et all (2004)

Later, in their research, they synthesize and reduce prior suggested items into generic constructs, i.e. concepts, that will form the basis of a typology of positioning

strategies and validate the proposed typology of positioning strategies. The results of the empirical study developed and validated a consumer / customer-derived positioning strategies. The typology is made up of the following eight factors/strategies supported by items ranging from three to five. Eight distinct positioning factors/strategies emerged that were named *(a) top of the range, (b) service, (c) value for money, (d) reliability, (e) attractiveness, (f) country of origin, (g) the brand name, and (h) selectivity.*

Top of the range: *Upper class, Top of the range, Status, Prestigious, Posh*

Service: *Impressive service, Personal attention, Consider people as important, Friendly*

Value for money: *Reasonable price, Value for money, Affordability*

Reliability: *Durability, Warranty, Safety, Reliability*

Attractiveness: *Good aesthetics, Attractive, Cool, Elegant*

Country of origin: *Patriotism, Country of origin*

The Brand Name: *The name of the offering, Leaders in the market, Extra features, Choice, Wide range*

Selectivity: *Discriminatory, Non-selective, High principles*

Figure 2: Proposed Typology of Positioning Strategies (Blankson et Kalafatis 2001, 2004)

4.2. The e-food repositioning strategy

Having mentioned the major research regarding position typologies and strategies is time to place the followed by e-food repositioning strategy within one of literature's categories and present the indented dimensions of the company's reposition efforts. Internal sources of the company, in a short telecom with an employ of the marketing department refer that variety, fast delivery time and convenience of use was the main elements of repositioning focus and consisted the central messages communicated. According to this, the intended repositioning was emphasized on following components.

a. Diverse Selection: They focus on partnering with a wide range of local shops, ensuring a variety of stores and cuisine options available for customers to choose from.

b. Convenience: E-food positions itself as a convenient solution for customers, allowing them to order food online easily and have it delivered to their doorstep.

c.: Fast delivery time: They aim to provide a smooth, seamless and user-friendly online ordering experience, supported by their technology and logistics infrastructure.

Therefore if we try to categorize, e-food strategy falls under the *The Brand Name*. (see Figures 1 & 2) This strategy was named by Blankson and Kalafatis (2004) and is comprise of five related strategies, which are perceived to represent the brand name: *The Name of the offering, Leaders in the market , Extra features, Choice, Wide range*. Blankson and Kalafatis also highlites that *"Features", "Attributes", "Benefits"* strategies, that are evidenced in most of the prior conceptual typologies (Sair et all 2005) can be inferred to be represented under "The Brand Name"

4.3. Research statements

In this section, the research statements are presented.

A positioning objective, like any marketing objective, should be measurable in order to evaluate the positioning and to generate diagnostic information about it (Aker et al. 1982) Consumers participate in the survey helped us explore the following research statements.

Consumers' awareness of brand's added services

Brand awareness levels after repositioning is a crucial factor in successful brand repositioning. It refers to consumers' ability to remember and recognize a brand within its product category (Aaker, 1991). Familiarity with a brand influences consumer choices, as people often prefer recognized brands due to the comfort associated with familiarity (Aaker, 1991). Brand awareness serves as a heuristic for consumers, assisting them in making purchasing decisions (Hoyer & Brown, 1990). Higher brand awareness positively impacts market performance and contributes to brand image (Huang & Sarigöllü, 2012; Pitta & Katsanis, 1995). Measuring brand awareness can be done through recognition, recall, and top-of-mind awareness

(Keller). Increasing brand awareness leads to enhanced popularity and profitability for the enterprise. Strategic efforts to improve brand awareness can improve a brand's position in the market (Aaker, 1991). In the context of this study, by the term awareness, we infer the level of knowledge the consumers maintain regarding the brands launched new services.

From the above, the following research statements can be made.

RS 1: If consumers admit a high degree of awareness regarding the brand's expanded services, then the repositioning is considered successful.

Consumers' attitudes after repositioning

Attitudes represent consumers' overall attitudes and opinions towards the brand and its repositioning efforts. Positive attitudes towards the repositioning such as easiness, usefulness, favorability, may indicate a higher likelihood of successful brand repositioning.

A high degree of intended and perceived attitudes among consumers is crucial for the successful repositioning of a brand. Attitudes, such as in our case satisfaction of usage, attractiveness, and extra features, play a significant role in shaping brand associations and driving consumer behavior. Brand associations represent what the brand stands for in the customers' mind, influencing memory and brand equity (Aaker, 1991, 1996). They act as information-collecting tools and illustrate the brand's image in consumers' minds (Keller, 1993). Consumers associate brands with various characteristics, which impact their purchase decisions (Aaker, 1991). The question is if the consumers present the pursued by the company's attitudes. Positive brand associations also lead to favorable perceptions of quality (Pappu, Quester, & Cooksey, 2005).

Marketers utilize brand associations to differentiate from competitors, position and extend brands, create favorable attitudes, and provide reasons to buy (Aaker, 1991). Strong brand associations can also serve as the basis for brand extensions, offering a

significant competitive advantage (Aaker, 1991).

Brand associations can be measured to test the effectiveness of brand equity in the market (Raggio & Leone, 2007). Keller (1993) categorizes brand associations into attributes, benefits, and attitudes. Attributes encompass both product-related and non-product-related descriptive features, while benefits represent the personal values customers attach to these attributes, including functional, experiential, and symbolic benefits. Brand attitudes, on the other hand, represent consumers' overall evaluations of a brand and form the basis for consumer behavior and purchase decisions.

In summary, a high degree of intended and perceived attitudes, including satisfaction of usage, attractiveness, and extra features, plays a vital role in successful brand repositioning. These attitudes shape brand associations, drive consumer behavior, and contributing to its long-term success in the marketplace.

From the above, the following research statement arises.

RS 2: If consumers express a high degree perceived easiness, usefulness, favorability towards the e-food, then the repositioning is considered successful.

Range of Offerings - consumers evaluations

The term range of offerings as a construct refers in particular to variety, wide range, and many choices being key factors and plays a crucial role in the successful repositioning of a brand. Elements as that, contribute to the brand's ability to meet diverse consumer needs and preferences, ultimately driving its repositioning efforts.

Offering a variety of products or services within a brand's portfolio allows it to cater to a broader customer base (Kotler & Keller, 2016). By expanding the range of offerings, brands can tap into different market segments and attract a wider audience. This increased variety enhances the brand's appeal and relevance, making it more attractive to both existing and potential customers.

A wide range of offerings provides consumers with more options to choose from (Chandon, Wansink, & Laurent, 2000). This choice allows individuals to find products or services that align with their specific preferences, needs, and desires. By

offering a diverse range of options, brands empower consumers to select the most suitable solution for themselves, thereby enhancing their overall satisfaction. The presence of choice in a brand's offerings gives consumers a sense of control and personalization (Iyengar & Lepper, 2000). Brands that offer a range of choices enable customers to tailor their purchase decisions according to their unique preferences, leading to increased customer engagement and loyalty. This personalization aspect creates a stronger emotional connection between the brand and its consumers, fostering brand advocacy and positive word-of-mouth.

The strategic utilization of variety, a wide range, and choice as part of a brand's repositioning efforts can yield several benefits. Firstly, it allows the brand to differentiate itself from competitors (Porter, 1980). By offering a broader and more diverse selection of products or services, the brand can stand out in the market and carve a distinct position in consumers' minds. This differentiation contributes to the brand's repositioning by highlighting its unique value proposition.

Secondly, a comprehensive range of offerings can attract new customers and expand the brand's customer base (Kotler & Keller, 2016). Consumers are more likely to choose a brand that offers a wide array of options, as it increases their perception of the brand's expertise and credibility in the industry. This expanded customer base provides opportunities for the brand to penetrate new markets and gain market share.

Lastly, the presence of choice and variety in a brand's offerings can positively influence customer satisfaction and loyalty (Chandon et al., 2000). By providing consumers with a range of choices, the brand increases the chances of fulfilling their unique needs and preferences. This enhanced satisfaction leads to stronger customer loyalty and repeat purchases, further supporting the brand's repositioning efforts.

In conclusion, the range of offerings, characterized by variety, a wide range, and choice, significantly contributes to the successful repositioning of a brand. These variables allow the brand to meet diverse consumer needs, differentiate from competitors, attract new customers, and enhance customer satisfaction and loyalty. Incorporating these elements strategically within a brand's repositioning strategy can lead to improved market positioning and long-term success. The variable “range of offerings” groups the repositioning elements addressing variety, wide range, and choices.

From the above, the following research statement can be made.

RS 3: If consumers perceive variety, wide range, and choices. (range of offerings) to be present in a high degree, then the repositioning is considered successful.

Product Performance - consumers evaluations

Product performance is a critical aspect that can greatly contribute to the successful repositioning of a brand. Key variables such as satisfaction from usage, the ability to adjust to individual wants, and good aesthetics play significant roles in driving the brand's repositioning efforts and enhancing its overall success.

One important variable in brand repositioning is the satisfaction derived from product usage. Consumers seek products that not only meet their needs but also provide a positive and fulfilling experience (Oliver, 2014). When a brand focuses on improving the performance of its products and ensuring customer satisfaction, it creates a strong foundation for successful repositioning. Satisfied customers are more likely to develop brand loyalty and advocate for the brand, thus contributing to its repositioning efforts (Anderson & Sullivan, 1993).

Another vital factor is the brand's ability to adjust to individual wants and preferences. Consumers value brands that offer customizable or adaptable products that can be tailored to their specific needs (Franke & Piller, 2004). By providing options for personalization or customization, brands can attract a broader range of customers and strengthen their competitive advantage. This ability to adjust to individual wants enhances the brand's appeal and increases the likelihood of successful repositioning.

The aesthetics of a product also significantly impact a brand's repositioning efforts. Good esthetics encompasses elements such as visual appeal, design, and overall attractiveness (Norman, 2004). Consumers are naturally drawn to products that are visually pleasing and well-designed. Brands that invest in enhancing the

esthetic qualities of their products can create a positive perception among consumers, which in turn contributes to successful repositioning. Esthetically appealing products have the potential to stand out in the market, differentiate the brand from competitors, and capture consumer attention (Bloch, 1995).

When these variables are effectively addressed, product performance can greatly contribute to a brand's successful repositioning. By focusing on satisfying customer needs, adapting to individual preferences, and delivering aesthetically appealing products, brands can enhance customer satisfaction, build loyalty, and attract new customers (Oliver, 2014; Franke & Piller, 2004; Norman, 2004).

In conclusion, product performance, including satisfaction from usage, adjustment to individual wants, and good aesthetics, plays a vital role in a brand's repositioning efforts. Brands that prioritize customer satisfaction, offer customization, and invest in esthetically appealing products are more likely to succeed in their repositioning endeavors. These factors contribute to enhanced customer loyalty, differentiation from competitors, and increased market attractiveness, ultimately leading to the brand's long-term success. The variable product performance entails the grouped variables of variety, satisfaction from usage, the ability to adjust to individual wants

From the above, the following research statement can be made.

RS 4: If consumers perceive the elements of the variable “brands’ performance” to a high degree, then the repositioning is considered successful.

Perceived Differentiation and Preference

Differentiation and being better than competitors play crucial roles in the successful repositioning of a brand. By offering distinctiveness and uniqueness compared to competitors, a brand can create a competitive advantage, capture consumer attention, and drive its repositioning efforts. The strategic dimension of positioning allows a brand to stand out from the competition and isolate itself from

competitive pressures (Scouton & McAlexander, 1989). It serves as a means of competitive warfare, helping consumers understand the differences between competing products and forming a unique brand image in their minds (Rice & Trout, 1986; Wells & Prenski, 1996).

Positioning contributes to the creation of brand value by shaping consumer perceptions and forming favorable brand associations (Park et al., 1986; Devlin et al., 1995). The way buyers perceive a product in relation to competing products and the brand itself is crucial for successful positioning (Malliaris, 2001). Brands must identify their competitive advantages, choose the most compelling one, and effectively communicate it to the target market. Unique, favorable, and strong brand associations are vital sources of brand equity that influence consumer behavior, especially in highly competitive marketplaces (Tversky, 1972). Differentiating a brand from competitors through these unique brand associations is essential for survival and guides consumer decision-making. When a brand effectively positions itself as better than competitors by offering superior attributes, benefits, or performance, it creates a compelling reason for consumers to choose that brand over others.

By focusing on differentiation and being better than competitors, brands can successfully reposition themselves in the market. Through strategic positioning, brands can create a distinct identity, communicate their unique value proposition, and effectively compete against rivals (Gwinn & Gwinn, 2003; Shengupta, 2005). This differentiation not only attracts consumer attention but also builds brand equity, loyalty, and preference.

In conclusion, differentiation and being better than competitors are integral elements in the successful repositioning of a brand. By strategically positioning the brand to stand out and communicate its unique value proposition, brands can create a competitive advantage and drive consumer decision-making. The ability to differentiate and offer superior attributes, benefits, or performance contributes to brand equity, loyalty, and overall success in a highly competitive marketplace.

From the above, the following research statement can be made.

RS 5: If consumers perceive brand as differentiated from competitions to a high degree, then the repositioning is considered successful.

Perceived Trust

Brand trust plays a crucial role in the successful repositioning of a brand, particularly in the dynamic online environment. While previous studies have focused on trust, satisfaction, and loyalty in offline contexts, researchers have recognized the unique potential of the online landscape for interactive communication and personalized marketing (Burke, 2002).

Credibility, which encompasses the level of trust and believability associated with a brand's repositioning efforts, becomes a key determinant of brand trust. Higher credibility positively influences consumers' perception of the repositioning and enhances the likelihood of successful brand repositioning.

Reliability is a fundamental element contributing to brand trust (Burke, 2002). When consumers perceive a brand as reliable, consistent, and dependable in delivering its promises, their trust in the brand deepens. Reliability ensures that the brand consistently meets or exceeds customer expectations, engendering a sense of confidence and dependability in the brand-customer relationship.

Impressive service is another vital aspect that enhances brand trust (Burke, 2002). When a brand provides exceptional customer service, promptly addresses concerns, and delivers personalized experiences, it reinforces the perception of trustworthiness. By demonstrating attentiveness, responsiveness, and a customer-centric approach, the brand establishes a strong foundation of trust with its customers.

Building and maintaining brand trust is essential for successful repositioning efforts. Trust serves as a valuable asset that differentiates a brand from its competitors and influences consumers' decision-making processes. In the online environment, where consumers may have concerns regarding privacy, security, and reliability, establishing brand trust becomes even more critical.

By consistently delivering reliable products and services, and by offering impressive customer experiences, a brand strengthens its credibility and fosters trust among its target audience. Trust, in turn, enhances customer loyalty, positive word-of-

mouth, and brand advocacy, all of which contribute to the brand's repositioning success.

In conclusion, brand trust, characterized by reliability and impressive service, is a key factor in the successful repositioning of a brand, particularly in the online landscape. Establishing credibility through consistent delivery and personalized experiences builds trust and deepens the brand-customer relationship. By prioritizing brand trust, organizations can differentiate themselves, gain a competitive edge, and increase the chances of successful brand repositioning. Credibility and reliability

From the above, the following research statement can be made.

RS 6: If consumers perceive the brand as reliable and credible (brand trust) to a high degree, then the repositioning is considered successful.

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Figure.3. illustrates repositioning elements perused by the company, grouped within 6 circles of constructs. The elements in red color, (diverse selection, fast delivery time and convenience) were communicated from inside the company as the main repositioning objectives and for the purposes of this dissertation, we enriched that base with other elements that are relative, interrelated or are known that playing an important role in positioning and are also supported by the literature. The figure is made by the author.

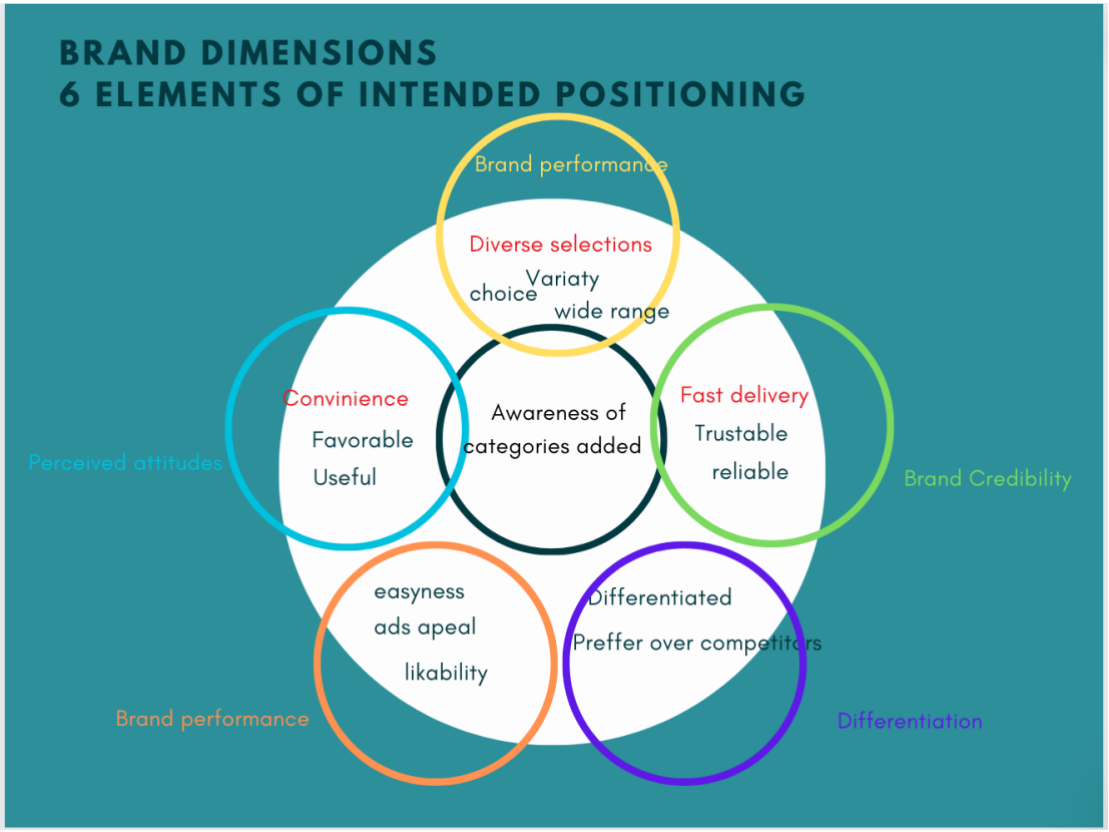

Figure 3: Grouped pursued repositioning elements

Figure.4. illustrates the question items used to explore the constructs, which represent the examined repositioning elements.

Regarding the descriptors, these have been adopted from Kalafatis et al 2004 who borrowed them from Charles Blankson who developed a set of 66 statements/scale items to encapsulate dimensions of positioning

Construct	**Constructs Description**	**Items**	**Research statement**
Awareness	Higher brand awareness positively impacts brand market performance (Huang & Sarigöllü, 2012)	Q: I am aware that I can buy Sklavenitis supermarket products online through the e-food application and have them delivered to my door. Q: I am aware about the foundation of the e-food market network with guaranteed delivery of grocery orders within 15 minutes.	RS : 1 If consumers admit a high degree of awareness regarding the brand's expanded services, then the repositioning is considered successful.
Attitudes	Summary judgments and overall evaluations to any brand-related information. Keller et all 1993). Brand attitudes can be related to beliefs about product-related attributes and the functional benefits (Zeithaml 1988)	Q: I rate e-food as a useful service for daily needs. Q: I find the e-food application (app & web) attractive in terms of design. Q: The features offered when using the application as a whole satisfy my needs (live order tracking, online payment options, etc.)	RS 2: If consumers admit a high degree of easiness, usefulness, favorability (intended perceived attitudes), then the repositioning is considered successful.
Range of Offerings	Choice of products offered; extra features offered; wide range of products (Kalafatis 2000)	Q: I perceive e-food as an online market place that offers way more shopping options than coffee and food. Q: I think that e-food offers sufficient options in each store category (e.g. multiple options in the mini markets category) Q: I would like more categories of local shops to be added.	RS 3: If consumers perceive the elements of the variable "range of offerings" (variety, wide range, and choice to be present in a high degree, then the repositioning is considered successful.

Product Performance	The degree to which consumers have a positive (favorable) attitude toward a brand (Alpert and Kamins, 1995)	Q: I enjoy/like using the e-food app. Q: I identify with what I perceive the e-food company represents. Q: I find YouTube ads apealing.	RS 4: If consumers perceive the elements of the variable "brands' performance" to a high degree, then the repositioning is considered successful
Differentiation	The degree to which a brand is perceived as unique or different compared with competitor brands (Sujan and Bettman, 1989)	Q: In general, I prefer to order from e-food compared to other ordering platforms (eg. Wolt, Box etc.) Q: The large number of stores available is one reason I choose e-food over its competitors.	RS 5: If consumers perceive brand as differentiated from competitions to a high degree, then the repositioning is considered successful.
Brand Trust	The degree to which consumers perceive the differences between the focal brands and competitor brands as believable (Keller, 2003)	Q: I believe that deliveries made by e-food distributors are fast as advertised. Q: I find e-food a reliable company in terms of what they promise for online ordering and delivery.	RS 6: If consumers perceive the brand as reliable and credible (brand trust) to a high degree, then the repositioning is considered successful.

Figure 4 : Grouped constructs per question.

It's important to be said that there is not a generalized typology in literature of testing of measuring repositioning strategy effectiveness. Therefore it was difficult for this dissertation to find accurate, relevant, and useful surveys on the matter. However, there have been some studies that contributed substantially to compose this dissertation prior studies of Blankson and Kalafatis (2000 , 2004) and Fuch & Diamandopoulos (2010). In contrast with prior studies that compered different strategies in order to evaluate which is the most effective, this dissertation study the consumers perceptions towards e food repositioning so most items were not found in prior related studies so questions were generated in accordance with 11 of the Blankson and Kalafatis tested contracts.

5. Research

5.1. Approach

Before diving further an introducer note must be expressed.

According to Blankson and Kalafatis (2004), previous research on brand positioning effectiveness, specifically how to measure its effectiveness, has been limited. Fuchs (2010) also supported this, stating that there are few studies that focus on measuring the effectiveness of brand positioning. Additionally, he explained that there is currently no reliable instrument available to measure brand positioning effectiveness. Marketers face a challenge in estimating the effectiveness of positioning strategies as perceived by consumers. If a positioning strategy achieves its intended purpose, which is to clearly recognize consumer perception, it can be considered a successful positioning effort (Gursoy et al., 2005). Successful positioning and a well-established consumer perception are indicative of a company's long-term progress and product success and is meaningful for a company to study.

Therefore, despite extensive literature, there were not found available question items or models or any prior study's evaluating a brand repositioning efforts in relation with present consumers' perceptions.

5.2. Methodology & Objectives

This is a Descriptive research that gathers data without controlling any variables. In it, none of the variables are influenced in any way. This uses observational methods in contrast with the experimental research were variables are influenced. Hence, the nature of the variables or their behavior is not in the hands of the researcher in contrast with experimental research that manipulates and controls variables in order to determine cause and effect. In this study we wanted to test causal relationships between variables and were not focused on identifying characteristics, patterns and possible correlations. Focuses more on the "what" of the research subject than the "why". The term descriptive research then refers to research questions or statements, design of the study, and data analysis conducted on that topic. Descriptive research is usually defined as a type of quantitative research, though qualitative research can also be used for descriptive purposes. In a quantitative research method we attempted to

collect quantifiable information for statistical analysis of the population sample. It is a popular market research tool that allows us to collect and describe the demographic segment's nature.

This dissertation attempts to measure the degree in which selected contracts that contribute to or constitute the intended repositioning as direct or indirect factors are present among a sample of population. Based on the positioning strategy typologies, specific brand dimensions are selected and emphasized. E-food company have employed the direct benefit strategy according to the description of Kalafatis et al 2004. In this context it was examined if and on what degree the following positioning elements are present in consumers' perceptions. Dimensions of repositioning were grouped as following 1. Brand awareness (after repositioning), 2. brand attitudes towards the app (easiness, usefulness, favorability) 3. perceived range of offerings (variety, wide range, and choice), 3. perceived product performance, 4. brand differentiation perceptions, 5. brand trust (credibility).

Having as a source of information a marketing manager of the e-food we were able confirm what positioning elements were indented to be perceive as such by the consumers so we match our research to given info. Therefore, if a relative high degree of consumer's perceptions is confirmed from the survey we may come to the conclusion that the reposition is successful and if not, we may propose further action for the company to implement having valuable consumer feedback as insights.

5.3. Data Collection Method

At the first step, the literature was reviewed related to the topic of this thesis in order to fully understand the theoretical background. Moreover, internal information regarding companies intended positioning from the companies side was received from a company's employer from marketing department and is an anonymous source.

One way to classify research is through quantitative and qualitative approaches. Qualitative research is typically unstructured and exploratory. In this case, the researcher is not interested in establishing objective statistical conclusions or testing a research statement, but rather gaining insights about a specific subject. Common techniques used in qualitative research include focus groups, interviews, and

observations. Since the data is not structured, it can be challenging to draw conclusions and present findings (Kothari, 2004).

On the other hand, quantitative research aims at objectively measuring the studied subject, using mathematical and statistical methods. Usually, quantitative research analyzes raw data with the help of spreadsheet software such as Microsoft Excel or statistical packages like SPSS. However, in order to facilitate this type of analysis, the data must be collected in a structured format. Quantitative research is often conducted using market research methods, such as surveys and experiments, which are designed to gather structured data (Kumar, 2019).

Therefore, based on the above, the present research utilizes a quantitative approach to collect data through a questionnaire and process it using statistical analyses tool SPSS in order to draw descriptive conclusions about the studied subject. A questionnaire was developed as a research tool for collecting primary data, which is presented in the appendix at the end of the work.

5.4. Questionnaire Design

An anonymous, structured, self-administered online survey was employed in this paper to test the assumptions in the above section, by investigating the perception of the consumers towards e-food repositioning. Google forms was used to prepare the online survey. The questionnaire was developed in Greek and spread among greeks.

In order to screen the subjects of our research, we included two filter question that asked the interviewee if he/she a) Recognize the brand and and b) "I am aware that e-food has expanded the range of products it offers for online ordering, including stores such as but not limited to: supermarkets, mini markets, pharmacies, pet stores, wineries, bookstores, florists, greengrocers, and butchers (filter question)." In case of a negative answer to either of the two questions, the respondent is directed to submit the form and does not proceed with the questionnaire. Those who answered yes in both filter questions, proceeded to the next sections. Out of the 314 participants in the survey, 47 did not pass the aforementioned filter questions, and 264 continued to complete the entire questionnaire. The questionnaire remained open for participation from May 20, 2023, to May 27, 2023.

After this preliminary section, the online survey showed a section of questions

to measure brand awareness, a third assessing customers attitudes (easiness, usefulness, favorability) a forth assessing brand's range of offering from the consumers perspective, a fifth section in regards brands performance (likability and satisfaction of consumers' needs) a sixth about differentiation and a seventh about brand trust (credibility). At the end of the questionnaire, there were also four questions about demographic characteristics of the respondents. All items were measured on a five-point Likert-type scale, ranging from 1 (strongly disagree), to 5 (strongly agree)

The questionnaire of this research is characterized by a high degree of structuring, as the questions are closed-ended, follow a specific sequence, and both the questions and the answers are standardized (McDaniel & Gates, 2012; Stathakopoulos, 2018). The use of a structured questionnaire ensures easier completion by the respondents, easier analysis and processing of the data (Stathakopoulos, 2018). The questionnaire was completed through the online platform provided by Google (Google Forms). It was deemed necessary for the questionnaire to be accompanied by an introductory note, which informs the respondents about the purpose and subject matter of the research and reassures them about the security of their personal data. In addition, as proposed by McDaniel and Gates (2012), the introduction included the name and affiliation of the researcher, in order to generate a sense of trust from the respondents and to emphasize the importance of their contribution. They were also orally informed about the estimated time required to complete the questionnaire. The data collection method used is called direct or overt, as its purpose is clear from the beginning (Stathakopoulos, 2018). Besides the introduction, the closure of the questionnaire is also considered important. Therefore, the recommended technique of closure by thanking the respondent, expressing our intention for them to have a pleasant experience, and reminding them that their opinion is important for the research was used (McDaniel & Gates, 2012). Furthermore, the required average completion time for the questionnaire was calculated to be 7 minutes, as it has been found that the majority of respondents prefer the duration of questionnaires to be between 6 and 10 minutes (McDaniel & Gates, 2012).This particular method was chosen because it ensures anonymity, there is no

influence of the researcher on the answers, and it is suitable for personal/sensitive questions (Stathakopoulos, 2018).

5.5. Pretest

Before distributing the final questionnaire, a pre-test was conducted in order to assess the flow of the sections and questions, identify any mistakes concerning the questions' structure, any problems in the ease of understanding and completion of the questionnaire and to see if the scales used were the suitable ones in order to measure each question. The pre-test questionnaire was filled in by 15 people who suggested some minor alterations, like the Likert scales (from 7-point to 5-point), because they couldn't decide easily, as well as some changes to the wording of the questions in order for them to be more understandable to the participant. Also according to feedback a typo found and corrected. The respondents of the pre-test were excluded from the final questionnaire.

6. Data analysis & Results

6.1. Demographics

In the upcoming chapter, an analysis of the data collected will be presented, aiming to present the findings in a clear and unbiased manner, organized logically. The demographic information gathered in the current study will be showcased using descriptive statistics.

The following tables depict the respondents' profiles as stemmed from the online questionnaire of our research. The number of participants that responded to all mandatory questions was 263 without duplicate responses and unanswered questions.

Table 2 demonstrates the statistics regarding the gender composition of the population participates in the research. According to that, 90 participants identified themselves as males and 173 identified as females. In terms of percentage breakdown, it was

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identified that the number of female participants was almost double the number of males since males accounted 34.2% of the sample and females 65.8%.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	90	34.2	34.2	34.2
Female	173	65.8	65.8	100.0
Total	263	100.0	100.0	

Table 1: Demographic characteristics: Gender distribution

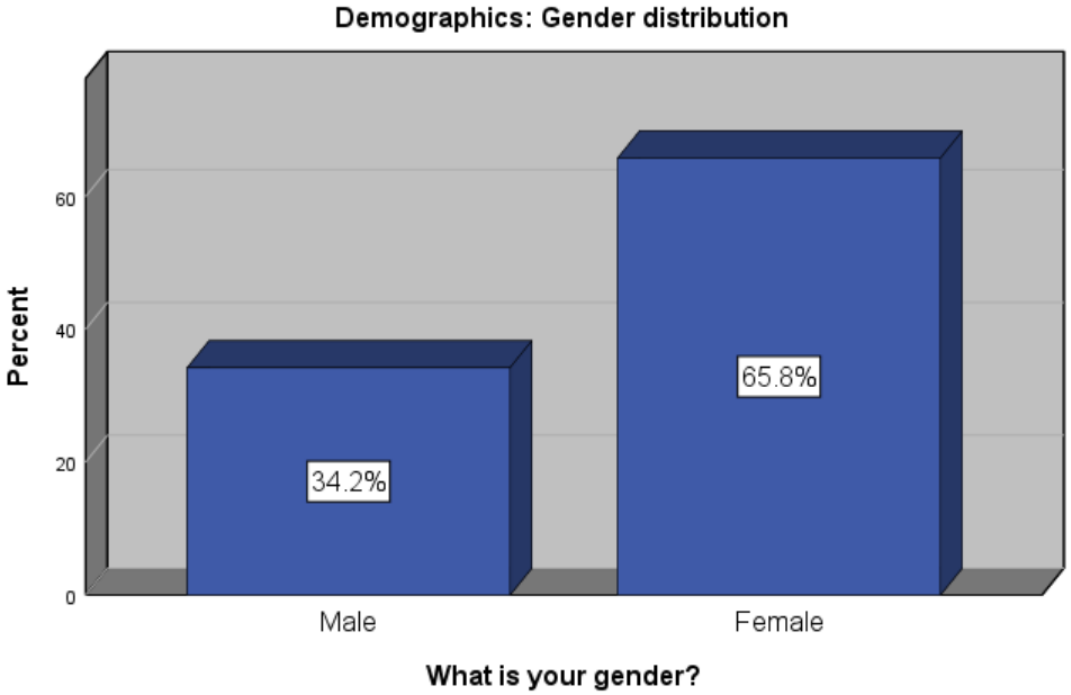

Figure 4: Demographics: Gender distribution

As far as the statistics regarding the age of the participants is concerned, on Table 3 we can see that 17 participants were between the age of 18 and 22 years representing the 6.5% of the population, 66 participants were within the range of 23-27 years old representing the 25.1% of the sample, 69 participants were within the range of 28-33 years old (26.2%), 71 between 34-44 years old (27.0%), 27 between 45-54 years old (10.3%), 11 between 55-65 (4.2%), as well as 2 participants were over 65 years old representing the 0.8% of the sample. It should also be noted that none of the participants was less than 17 years old. In the spectrum of adult people, the age

groups of 18-22, 55-65 and over 65 years, were the least represented groups throughout the research.

Age	Frequency	Percent	Valid Percent	Cumulative Percent
< 17	0	0	0	0
18-22	17	6.5	6.5	6.5
23-27	66	25.1	25.1	31.6
28-33	69	26.2	26.2	57.8
34-44	71	27.0	27.0	84.8
45-54	27	10.3	10.3	95.1
55-65	11	4.2	4.2	99.2
> 65	2	.8	.8	100.0
Total	263	100.0	100.0	

Table 2: Demographic characteristics: Age distribution

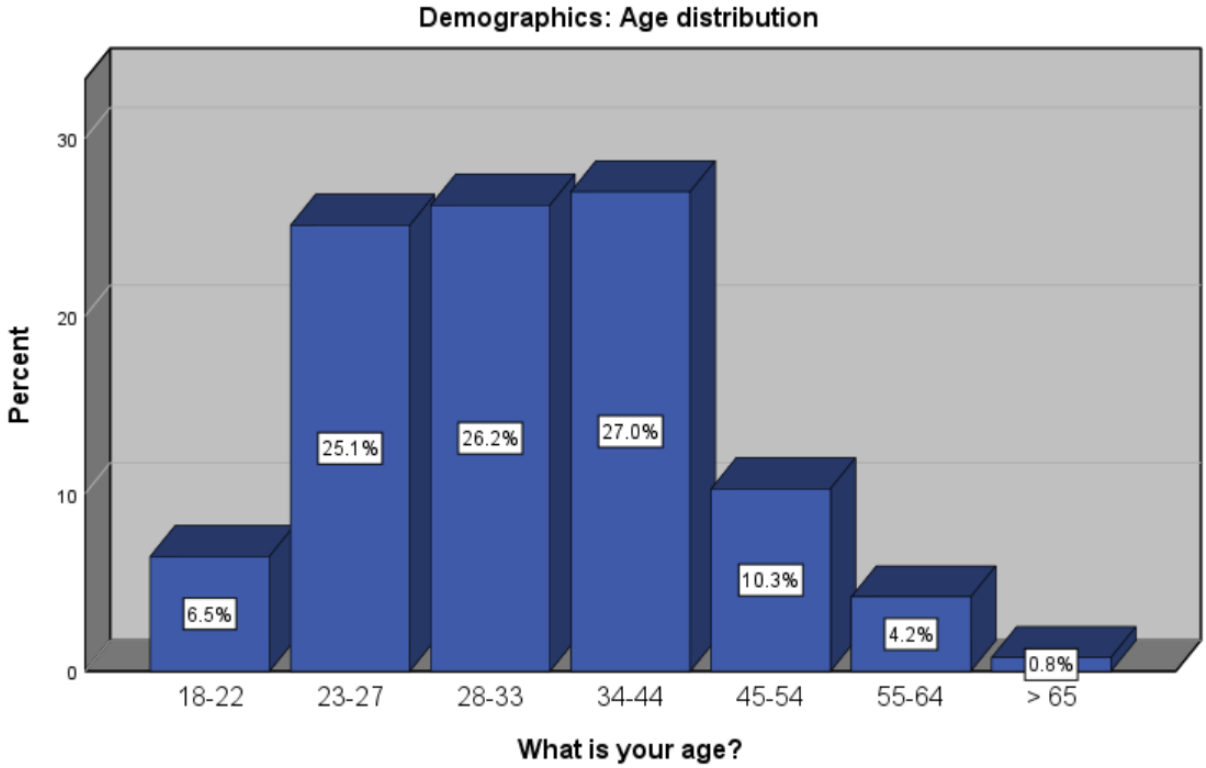

Figure 5: Demographics: Age distribution

The following table 4 includes the responses related to participants' residence. The research assumed two options for the city of living with the population threshold being at 80 thousand residents. According to this demographic, 203 participants said that they live in a city above this number of residents representing a 77.2% of the sample, while 60 participants live in a city below that, representing the 22.8% of the sample. It is concluded that the vast majority of participants live in large cities.

Residence	Frequency	Percent	Valid Percent	Cumulative Percent
City > 80k	203	77.2	77.2	77.2
City < 80k	60	22.8	22.8	100.0
Total	263	100.0	100.0	

Table 3: Demographics: Residence distribution

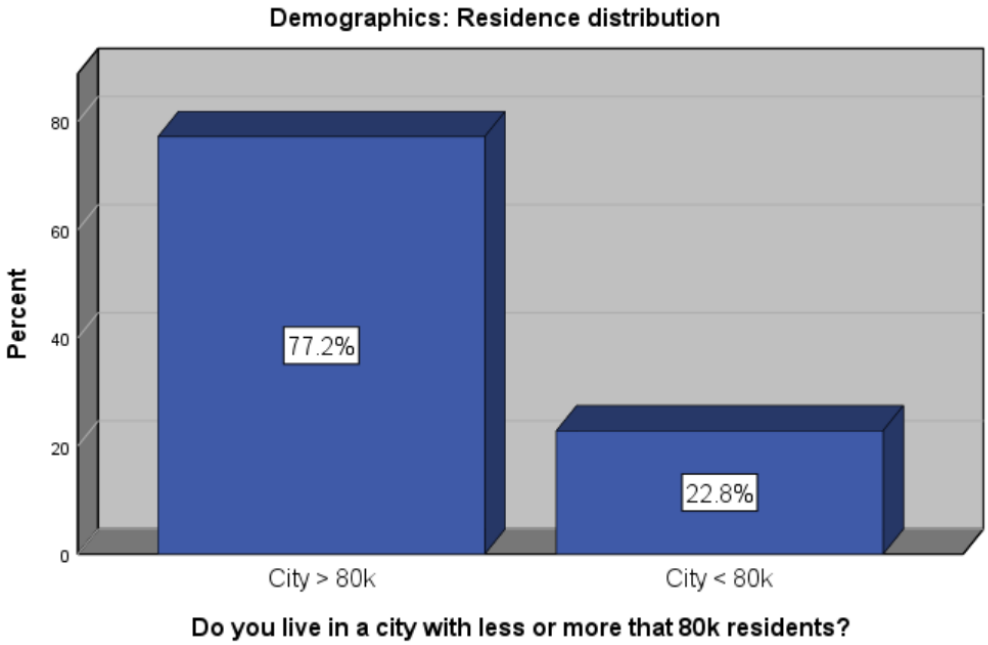

Figure 6: Demographics: Residence distribution

The research revealed a diverse distribution of educational attainment with results described on Table 5. Among the participants, 31 individuals representing the 11.8% of the original sample, reported having a Junior High School/High School degree, 34 participants (12.9%) hold Vocational Education degrees, 109 participants (41.4%)

possess Bachelor's degree, and 89 participants (33.8%) possess Master's or Ph.D. degree. These findings highlight the varying levels of educational achievement within the sample, with a notable presence of individuals holding Bachelor's degrees and a significant proportion having advanced degrees at the Master's or Ph.D. level. It should be noted that no participants hold degrees lower than Junior or High School, such as Primary School or no degree. These findings suggest that the sample consists of individuals with relatively higher levels of education, which may influence their perceptions and responses.

Educational level	Frequency	Percent	Valid Percent	Cumulative Percent
Without degree	0	0	0	0
Primary School degree	0	0	0	0
Junior High School/High School degree	31	11.8	11.8	11.8
Vocational Education degree	34	12.9	12.9	24.7
Bachelor’s degree	109	41.4	41.4	66.2
Master’s or Ph.D. degree	89	33.8	33.8	100.0
Total	263	100.0	100.0	

Table 4: Demographics: Education level distribution

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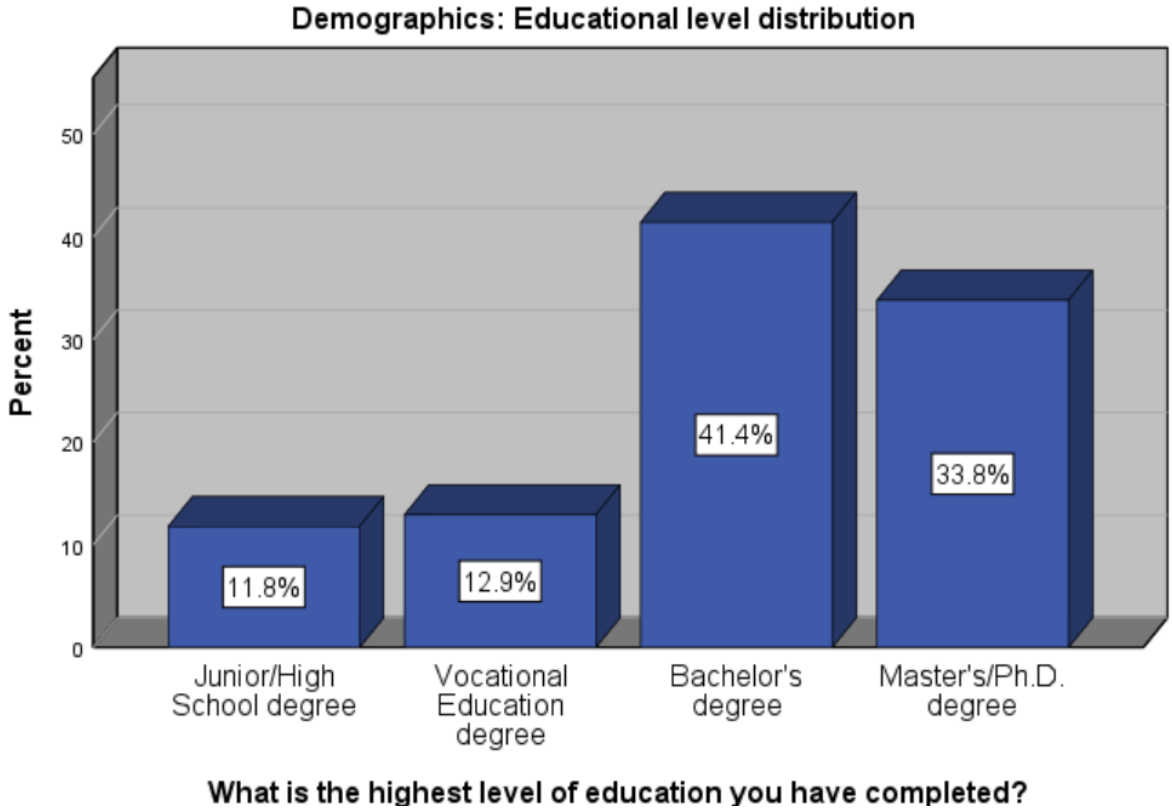

Figure 7: Demographics: Educational level distribution

The following Table 6 includes the research results pertaining the distribution of monthly net income of the participants in euros (€). The findings demonstrate the varying income levels within the sample. Among the participants, 28 individuals representing the 10.6% of the overall sample reported a monthly net income of less than €360, while 47 participants (17.9%) fell within the €361-780 range. Furthermore, 40 participants (15.2%) reported incomes between €781-900, and 52 participants (19.8%) fell within the €901-1,150 range. Additionally, 41 participants (15.6%) reported monthly net incomes ranging from €1,151 to €1,400, while 17 participants (6.5%) fell within the €1,400-1,600 range. The income ranges of €1,601-1,800 and €1,801-2,000 were reported by 5 participants (1.9%) each. Moreover, 16 participants (6.1%) fell within the €2,001-2,500 range, while 9 participants (3.4%) had incomes ranging from €2,501 to €5,000. Finally, a smaller percentage of participants, 3 individuals (1.1%), reported monthly net incomes exceeding €5,001. These results provide an overview of the distribution of monthly net incomes among the participants, showcasing the diversity of income levels within the sample.

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Monthly net income in €	Frequency	Percent	Valid Percent	Cumulative Percent
< 360	28	10.6	10.6	10.6
361-780	47	17.9	17.9	28.5
781-900	40	15.2	15.2	43.7
901-1,150	52	19.8	19.8	63.5
1,151-1,400	41	15.6	15.6	79.1
1,400-1,600	17	6.5	6.5	85.6
1,601-1,800	5	1.9	1.9	87.5
1,801-2,000	5	1.9	1.9	89.4
2,001-2,500	16	6.1	6.1	95.4
2,501-5,000	9	3.4	3.4	98.9
> 5,001	3	1.1	1.1	100.0
Total	263	100.0	100.0	

Table 5: Demographics: Monthly net income distribution

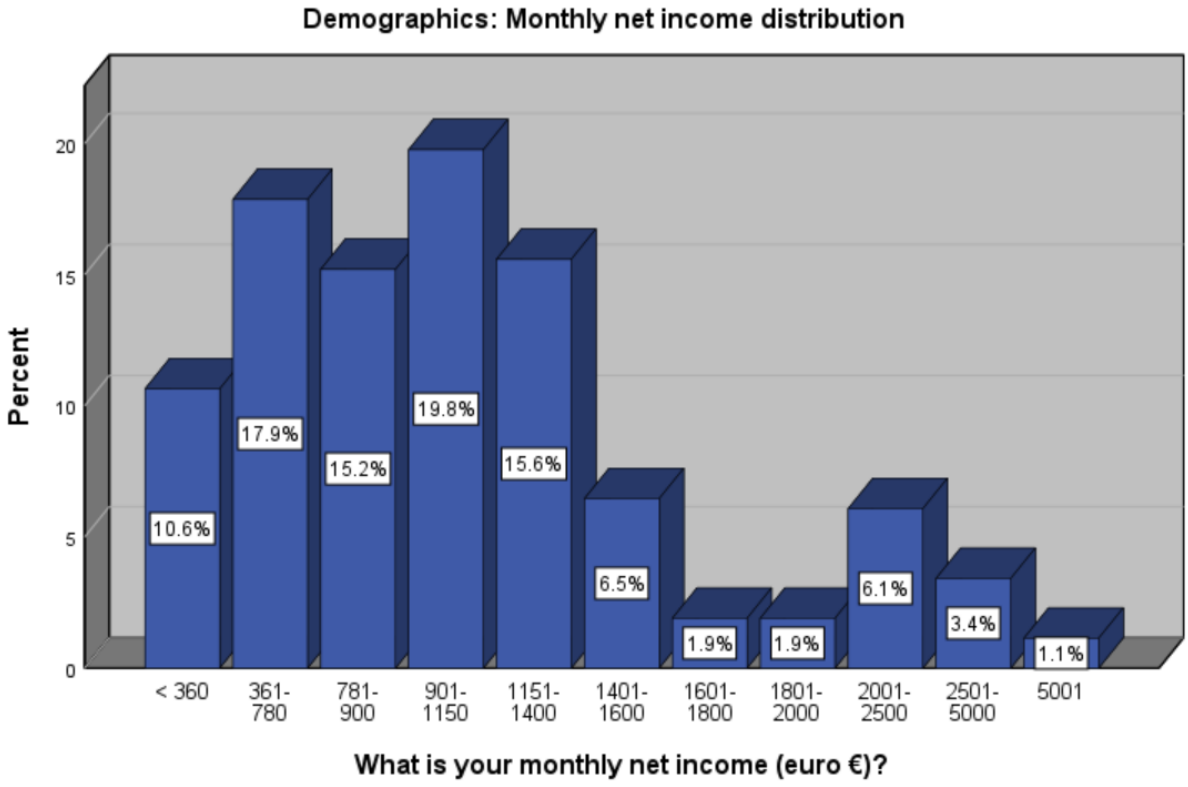

Figure 8: Demographics: Monthly net income distribution

6.2. Research Statements Testing

In the upcoming sections, we will delve into an exploration of the six groups of elements of repositioning (Awareness, Attitudes, Range of offerings, Product performance, Differentiation and Brand trust) and their corresponding research statements (RS1, RS 2, RS 3, RS 4, RS 5 and RS 6). Brand repositioning involves strategic initiatives aimed at shifting a brand's perception, image, and positioning in the market. These six distinct groups encompass different factors to repositioning and are accompanied by specific research statements that guide our following analysis. By examining each group and its associated research statement, we aim to gain a comprehensive understanding of the effects and outcomes of brand repositioning efforts. This analysis will provide valuable insights into the dynamics and strategies employed in repositioning brands to meet changing market demands and consumer preferences. Finally, the goal is to determine through the analysis, whether the given research statements is answered and validated. For this purpose we are going to consider means < 2,5 as evidence of high degree since the measurement scale used have 5 points (5/2=2,5)

6.3. Descriptive Statistics

To precede the analysis, it is mandatory to compute the mean value and standard deviation of the variables chosen for this dissertation. The question items were grouped in 6 contracts and the mean values for the variables were calculated based on the participant’s responses in the online survey and will be used in the next steps of the analysis to test the proposed hypotheses. The univariate analysis of the data was conducted using frequencies. The results are depicted below.

Awareness

The table 6 presents the results related to participants’ awareness about two specific facts: the option of purchasing products from a known market brand and having them delivered to their door and about the delivery itself.

The statement associated with this category is the *RS1. If consumers admit a high degree of awareness regarding the brand's expanded services, then the repositioning is considered successful.*

Awareness	M	SD
I am aware that I can buy Sklavenitis supermarket products online through the e-food application and have them delivered to my door.	3.60	1.36
I am aware about the foundation of the e-food market network with guaranteed delivery of grocery orders within 15 minutes	4.39	1.12
Awareness	3.99	1.05

Table 6: Awareness

For the item "*I am aware that I can buy Sklavenitis supermarket products online through the e-food application and have them delivered to my door."* the mean awareness score is 3.60, indicating a moderate level of awareness among the participants. The standard deviation of 1.36 suggests a significant degree of variability in the responses, indicating that participants' awareness levels varied considerably.
On the other hand, for the item "*I am aware about the foundation of the e-food market network with guaranteed delivery of grocery orders within 15 minutes."* the mean awareness score is higher at 4.39, suggesting a relatively higher level of awareness compared to the previous statement. The standard deviation of 1.12 indicates less variability in responses, implying a greater agreement or consensus among participants regarding their awareness of this particular statement.

The overall awareness score, represented in the row labeled "*Awareness*," is 3.99 with a standard deviation of 1.05. This indicates a moderate level of awareness across both statements combined, with less variability compared to the awareness score of the first statement but slightly more variability than the second statement.

Overall, the table provides an overview of the participants' awareness levels regarding the specific statements. The mean scores offer insights into the central tendency of

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awareness, while the standard deviations provide information about the variability or dispersion in participants' responses.

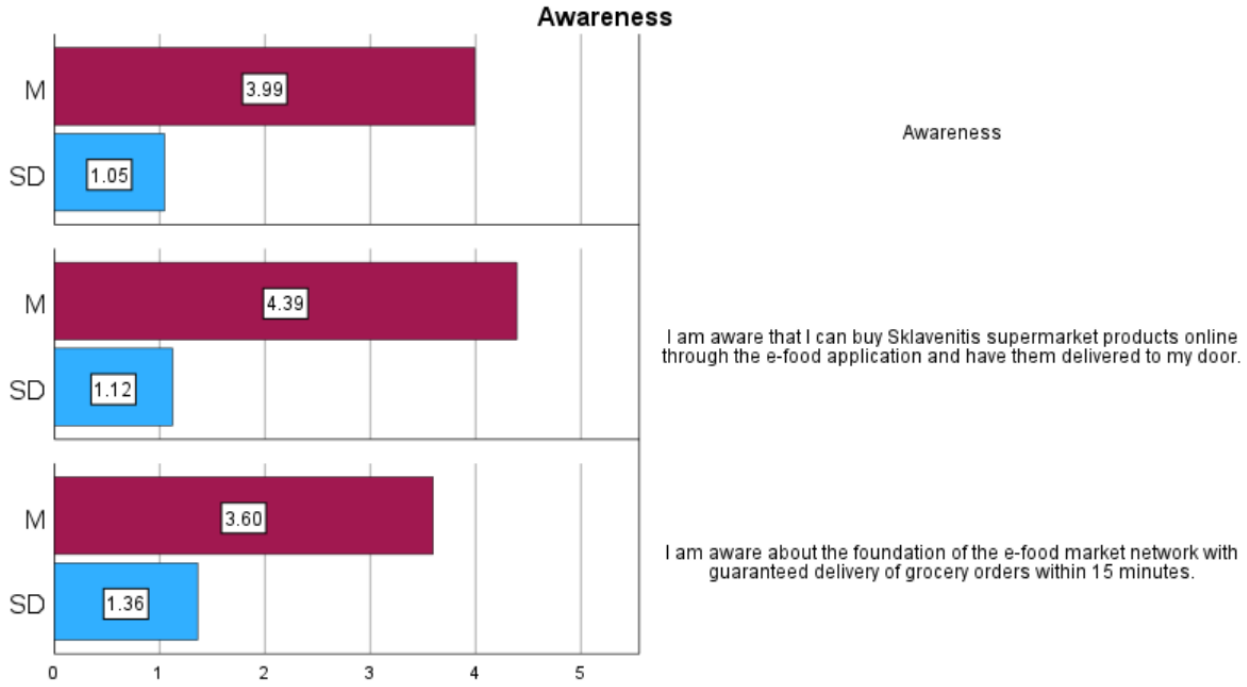

Figure 9: Awareness

According to these calculations, the mean of Awareness category is 3.99, which is greater than the criterion (>2.5) of the Research statement RS 1, and as such, it is concluded that the RS1 is successfully met. In fact, the value is close to 4 that can be considered highly successful identification. This indicates that the observed results align with the expected outcomes and supports the notion that the specific variable being evaluated has a significant impact to the brand repositioning.

Attitudes

The table 7 presents the results related to attitudes towards specific statements regarding e-food, referring to participants' opinion upon their daily needs, about the mobile and web browser application and its common features.

The statements associated with this category is the *RS 2. If consumers admit a high degree of easiness, usefulness, favorability (intended perceived attitudes), then the repositioning is considered successful.*

Attitudes	M	SD
I rate e-food as a useful service for daily needs.	3.89	1.03
I find the e-food application (app & web) attractive in terms of design	3.78	.91
The features offered when using the application as a whole satisfy my needs (live order tracking, online payment options, etc.)	3.98	.95
Attitudes	3.89	.75

Table 7: Attitudes

For the item "*I rate e-food as a useful service for daily needs*" the mean attitude score is 3.89, indicating a generally positive attitude towards e-food as a useful service. The standard deviation of 1.03 suggests some variability in participants' responses, indicating that attitudes varied to some extent.

Regarding the item "*I find the e-food application (app & web) attractive in terms of design*" the mean attitude score is 3.78. This suggests a slightly positive attitude towards the design of the e-food application, although it is slightly lower compared to the previous statement. The standard deviation of 0.91 indicates relatively less variability in participants' responses, implying a higher level of agreement or consensus regarding the statement.

For the item "*The features offered when using the application as a whole satisfy my needs (live order tracking, online payment options, etc.)*" the mean attitude score is 3.98, indicating a positive attitude towards the features provided by the e-food application. The standard deviation of 0.95 suggests some variability in participants' responses, indicating that attitudes varied to some extent.

The overall attitude score, represented in the row labeled "*Attitudes*," is 3.89 with a standard deviation of 0.75. This indicates a generally positive attitude towards e-food

based on the combined responses to all the statements. The relatively low standard deviation suggests a higher level of agreement or consensus among participants regarding their attitudes towards e-food.

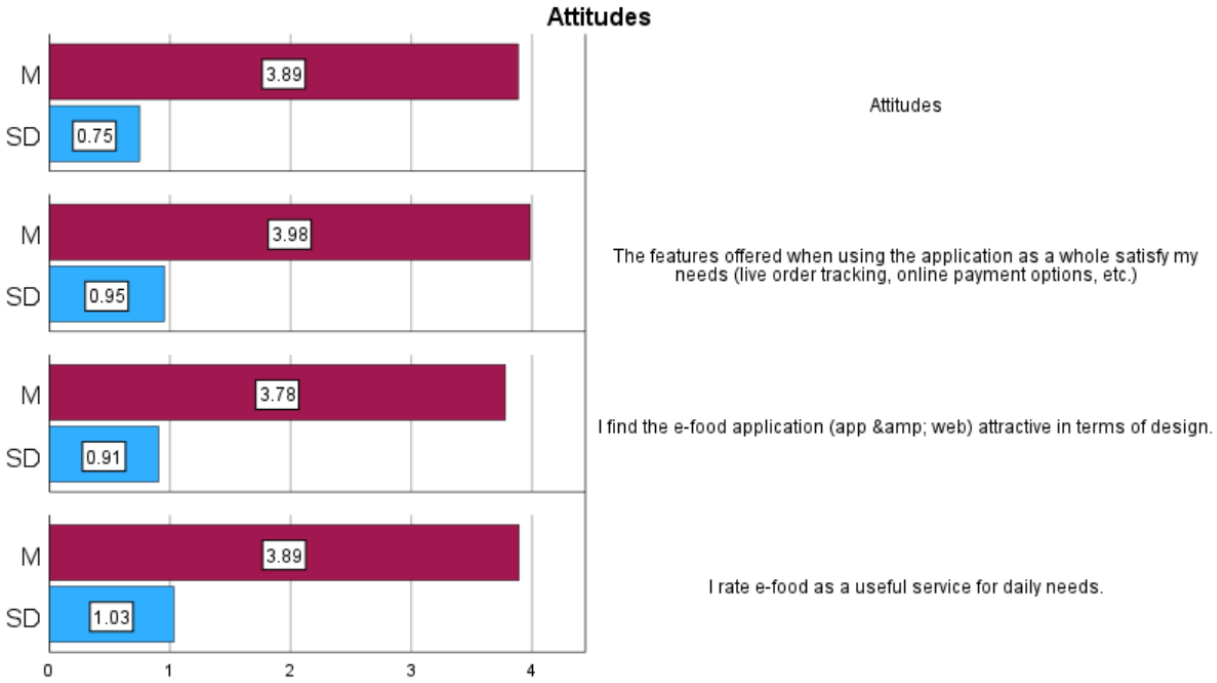

Figure 10: Attitudes

According to these calculations, the mean of Differentiation category is 3.89, which is greater than the criterion (>2.5) of the research statement RS2, and as such, it is concluded that the RS2 is validated.

This indicates that the observed results align with the expected outcomes and supports the notion that the specific variable being evaluated has a significant impact to the brand repositioning.

Range of offerings

The table 8 below provides information about participants' perceptions regarding the range of offerings provided by e-food, thus brand's platform offered services.

The statement associated with this category is the *RS 3. If consumers perceive variety, wide range, and choices. (range of offerings) to be present in a high degree, then the repositioning is considered successful.*

Range of offerings	M	SD
I perceive e-food as a e-shopping platform that offers many more shopping options than coffee and food.	4.28	1.00
I believe that e-food offers many options in each store category (e.g. multiple options in the mini markets category)	3.72	.91
I would like more categories / types of stores to be added.	3.67	1.24
Range of offerings	3.89	.75

Table 8: Range of offerings

For the item "*I perceive e-food as an e-shopping platform that offers many more shopping options than coffee and food*" the mean score is 4.28. This indicates that participants generally perceive e-food as a platform that provides a wide range of shopping options beyond just coffee and food. The standard deviation of 1.00 suggests some variability in participants' responses, indicating that perceptions varied to some extent.

Regarding the item "*I believe that e-food offers many options in each store category (e.g., multiple options in the mini markets category)*" the mean score is 3.72. This suggests that participants generally believe that e-food offers a satisfactory number of options within each store category. The standard deviation of 0.91 indicates relatively less variability in participants' responses, implying a higher level of agreement or consensus regarding this belief.

For the item "*I would like more categories/types of stores to be added*" the mean score is 3.67. This indicates that participants generally express a desire for e-food to expand its range of offerings by adding more store categories or types. The standard deviation of 1.24 suggests some variability in participants' responses, indicating that opinions regarding this statement varied to some extent.

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The overall mean score for the range of offerings, represented in the row labeled "*Range of offerings*" is 3.89 with a standard deviation of 0.75. This suggests that, on average, participants have a positive perception of the range of offerings provided by e-food. The relatively low standard deviation indicates a higher level of agreement or consensus among participants regarding their perceptions of the range of offerings.

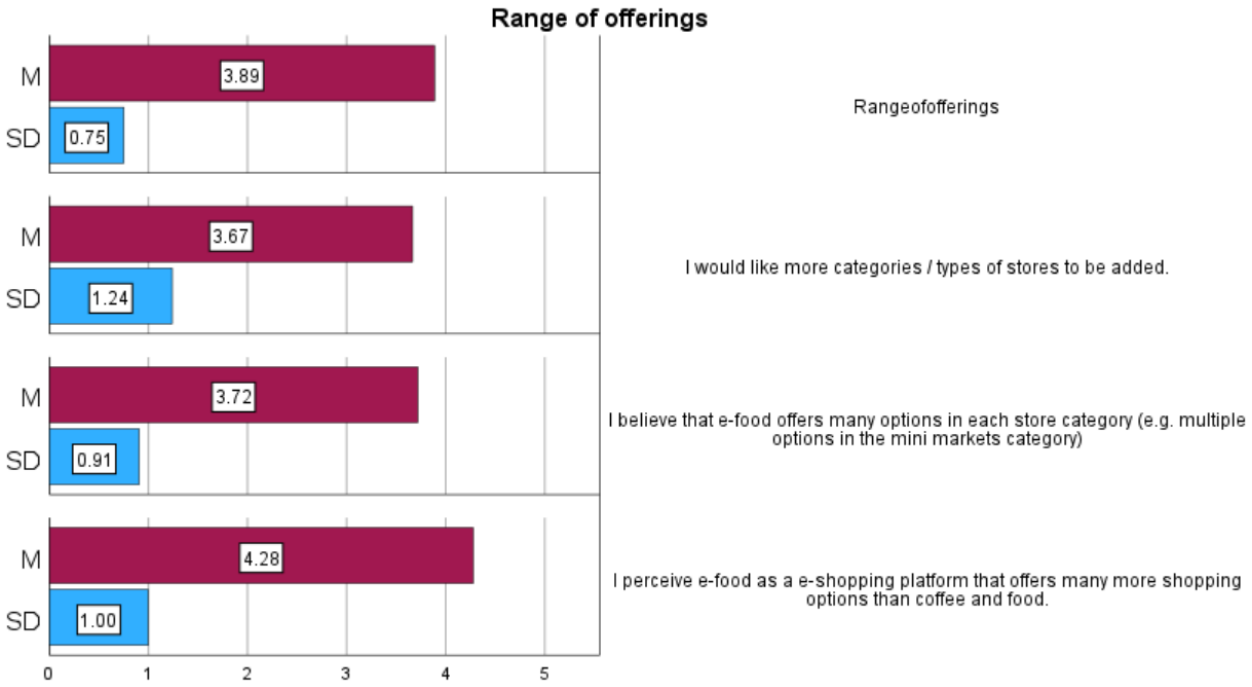

Figure 11: Range of offerings

According to these calculations, the mean of Range of offerings category is 3.89, which is greater than the criterion (>2.5) of the statement RS3, and as such, it is concluded that the RS3 is successfully met.

This indicates that the observed results align with the expected outcomes and supports the notion that the specific variable being evaluated has a significant impact to the brand repositioning.

Product performance

The table 9 presents the results pertaining to participants' evaluations of product performance in terms of interest, satisfaction and approval of e-food's advertisement strategy.

The statement associated with this category is the *RS4. f consumers perceive the elements of the variable "brands' performance" to a high degree, then the repositioning is considered successful.*

Product performance	M	SD
I like using the e-food app	3.82	1.07
I identify with what I perceive the e-food company represents	2.88	1.04
I find YouTube ads appealing (link example)	2.72	1.27
Product performance	3.14	.77

Table 9: Product performance

In terms of the general item "*I like using the e-food app*", the average product performance rating is 3.82, indicating a generally favorable perception of the app's functionality. The standard deviation of 1.07 suggests some variability in participants' responses, indicating differing opinions regarding app usage.

Regarding the item "*I identify with what I perceive the e-food company represents*", the mean product performance rating is 2.88. This suggests a relatively lower level of agreement or positive perception among participants regarding their alignment with the values and image projected by the e-food company. The standard deviation of 1.04 indicates variation in participants' responses, signifying differing degrees of identification with the company.

As far as the question "*I find YouTube ads appealing (link example)*" is concerned, the mean product performance rating is 2.72, implying a relatively lower level of appeal or positive perception of YouTube ads related to e-food. The standard deviation of 1.27 highlights significant variation in participants' responses, suggesting diverse opinions concerning the attractiveness of these ads.

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The overall mean score for product performance, represented in the "*Product performance*" row, is 3.14 with a standard deviation of 0.77.

This indicates a moderate overall perception of product performance among participants. The relatively low standard deviation suggests a higher level of agreement or consensus regarding product performance.

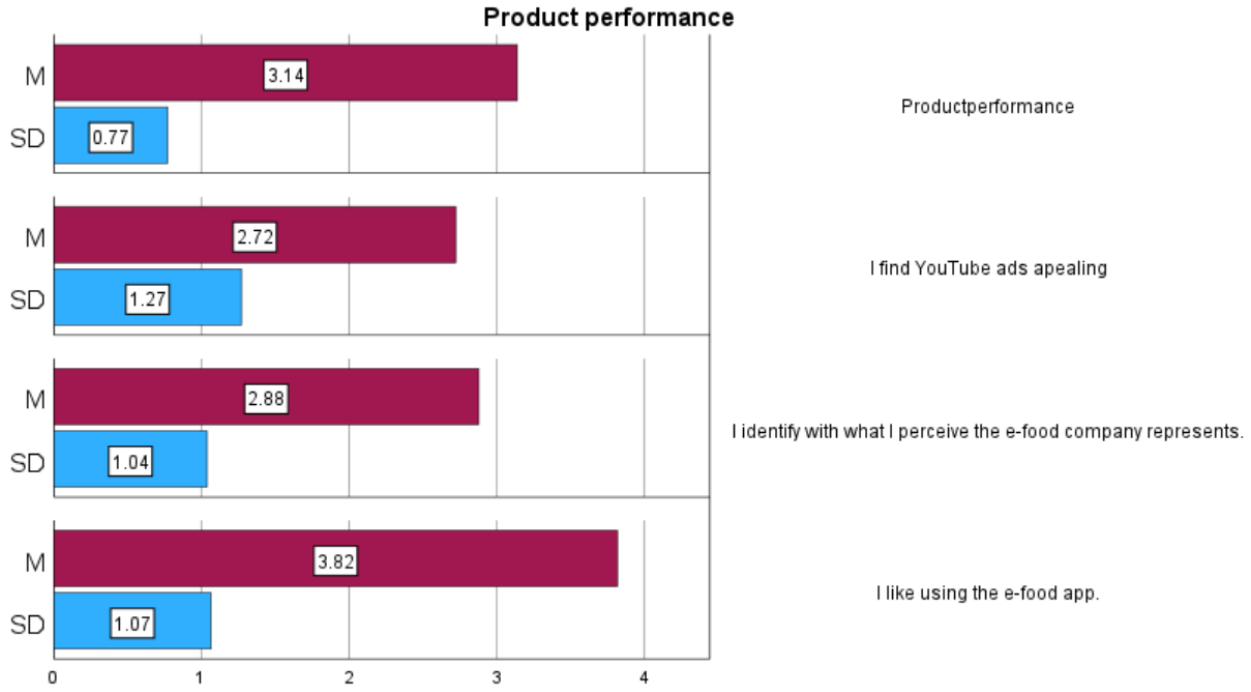

Figure 11: Product performance

According to these calculations, the mean of Product performance category is 3.14, which is greater than the criterion (>2.5) of the research statement RS4, and as such, it is concluded that the RS4 is successfully met. This indicates that the observed results align with the expected outcomes and supports the notion that the specific variable being evaluated has a significant impact to the brand repositioning.

Differentiation

The table 10 presents the results related to participants' perceptions of differentiation regarding e-food compared to other ordering platforms and a main difference regarding the number of stores in the application.

The statement associated with this category is the *RS5 If consumers perceive brand as differentiated from competitions to a high de-gree, then the repositioning is considered successful.*

Differentiation	M	SD
I prefer to order from e-food compared to other ordering platforms (Wolt, Box etc.)	3.56	1.30
The large number of stores available is one reason I choose e-food over its competitors.	3.63	1.12
Differentiation	3.60	1.06

Table 10: Differentiation

For the item "*I prefer to order from e-food compared to other ordering platforms (e.g., Wolt, Box, etc.)*" the mean differentiation score is 3.56. This indicates a moderate preference for e-food over its competitors. The standard deviation of 1.30 suggests a considerable amount of variability in participants' responses, indicating diverse opinions and preferences among the participants.

Regarding the item "*The large number of stores available is one reason I choose e-food over its competitors*" the mean differentiation score is 3.63. This suggests that the availability of a wide variety of stores is seen as a distinguishing factor in favor of e-food compared to its competitors. The standard deviation of 1.12 indicates some variability in participants' responses, indicating differing opinions regarding this aspect of differentiation.

The overall mean score for differentiation, represented in the row labeled "*Differentiation*" is 3.60 with a standard deviation of 1.06.

This indicates a moderate overall perception of differentiation among participants, suggesting that e-food is viewed as somewhat distinct from its competitors. The

standard deviation suggests a moderate degree of variability in participants' perceptions of differentiation.

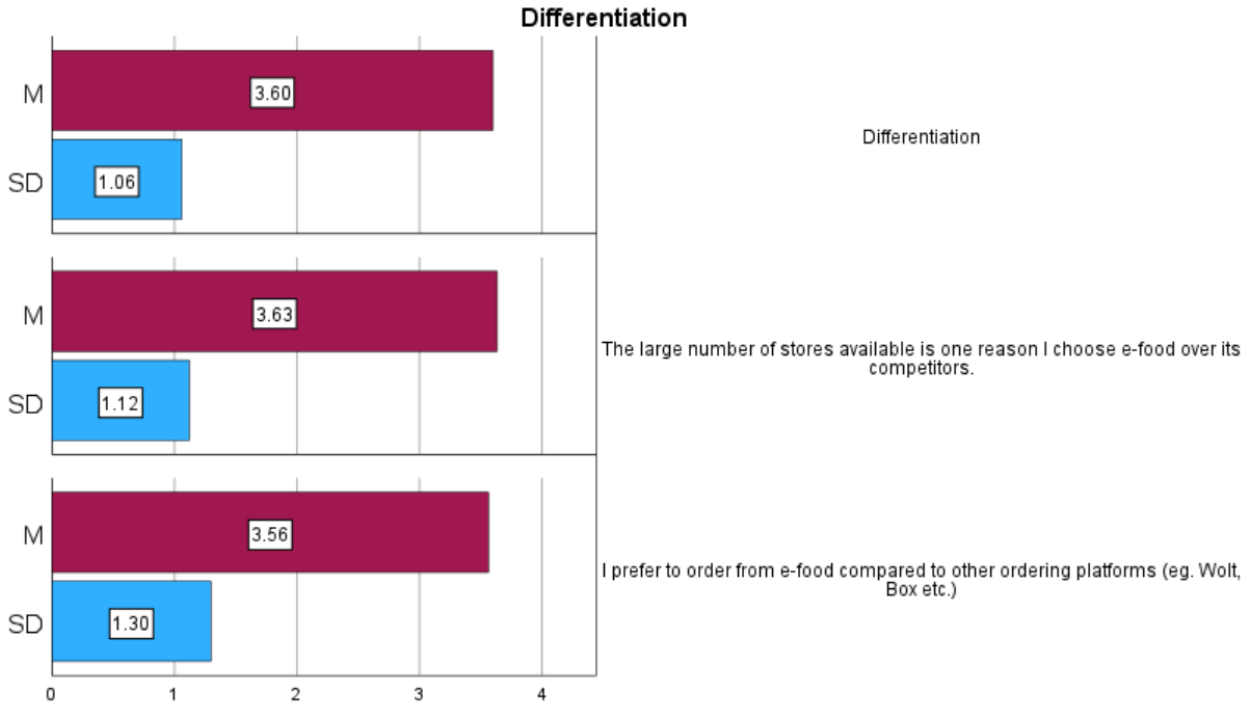

Figure 12: Differentiation

According to these calculations, the mean of Differentiation category is 3.60, which is greater than the criterion (>2.5) of the statement RS5, and as such, it is concluded that the RS5 is successfully met. This indicates that the observed results align with the expected outcomes and supports the notion that the specific variable being evaluated has a significant impact to the brand repositioning.

Brand trust

The final table 11 provides information on participants' perceptions of brand trust towards e-food regarding the delivery efficiency.

The statement associated with this category is the *RS6. If consumers perceive the brand as reliable and credible (brand trust) to a high degree, then the repositioning is considered successful.*

Brand trust	M	SD

I believe that deliveries made by e-food distributors are fast as advertised.	3.56	.98
I find e-food a reliable company in terms of what they promise for online ordering and delivery.	3.86	.95
Brand trust	3.71	.70

Table 11: Brand trust

For the item "*I believe that deliveries made by e-food distributors are fast as advertised*" the mean brand trust score is 3.56. This suggests that participants generally have a moderate level of trust in the speed of deliveries made by e-food distributors. The standard deviation of 0.98 indicates some variability in participants' responses, indicating that opinions regarding delivery speed may vary among participants.

Regarding the second question "*I find e-food a reliable company in terms of what they promise for online ordering and delivery*" the mean brand trust score is 3.86. This indicates that participants generally perceive e-food as a reliable company when it comes to fulfilling their promises for online ordering and delivery. The standard deviation of 0.95 suggests relatively less variability in participants' responses, indicating a higher level of agreement or consensus regarding the reliability of e-food.

The overall mean score for brand trust, represented in the row labeled "*Brand trust*" is 3.71 with a standard deviation of 0.70. This suggests an overall moderate level of brand trust among participants towards e-food. The relatively low standard deviation indicates a higher level of agreement or consensus among participants regarding their trust in the brand.

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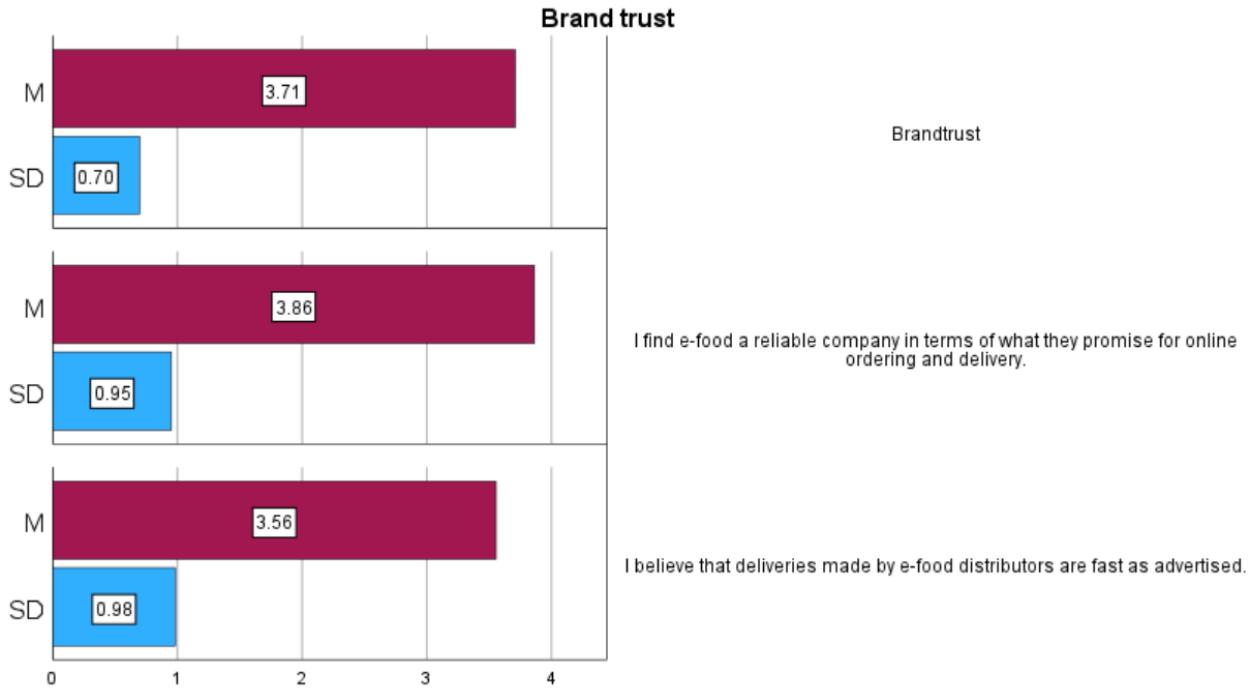

Figure 13: Brand trust

According to these calculations, the mean of Brand trust category is 3.71, which is greater than the criterion (>2.5) of the statements RS6, and as such, it is concluded that the RS6 is successfully met.

This indicates that the observed results align with the expected outcomes and supports the notion that the specific variable being evaluated has a significant impact to the brand repositioning.

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Crosstabulation

The following tables and figures allow us to examine the distribution of responses across different age ranges and assess any potential patterns or associations. From the tables, we can see variations in the counts of respondents across the five-point Likert scale, indicating differing levels of agreement or disagreement with the statement. However, it is important to note that without conducting statistical tests or further analysis, it is challenging to draw definitive conclusions about the relationship between age and consumers receptions of e-food repositioning.

		I prefer to order from e-food compared to other ordering platforms (Wolt, Box etc.)					
Age		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Total
18-22	Count	0	6	2	5	4	17
	%	0.0%	35.3%	11.8%	29.4%	23.5%	100.0%
23-27	Count	4	11	13	17	21	66
	%	6.1%	16.7%	19.7%	25.8%	31.8%	100.0%
28-33	Count	4	7	17	15	26	69
	%	5.8%	10.1%	24.6%	21.7%	37.7%	100.0%
34-44	Count	11	6	16	15	23	71
	%	15.5%	8.5%	22.5%	21.1%	32.4%	100.0%
45-54	Count	5	1	11	5	5	27
	%	18.5%	3.7%	40.7%	18.5%	18.5%	100.0%
55-65	Count	0	1	2	3	5	11
	%	0.0%	9.1%	18.2%	27.3%	45.5%	100.0%
<65	Count	0	0	2	0	0	2
	%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Total	Count	24	32	63	60	84	263
	% within Age	9.1%	12.2%	24.0%	22.8%	31.9%	100.0%

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Table 12: Crosstabulation I prefer to order from e-food compared to other ordering platforms (Wolt, Box etc.)-Age

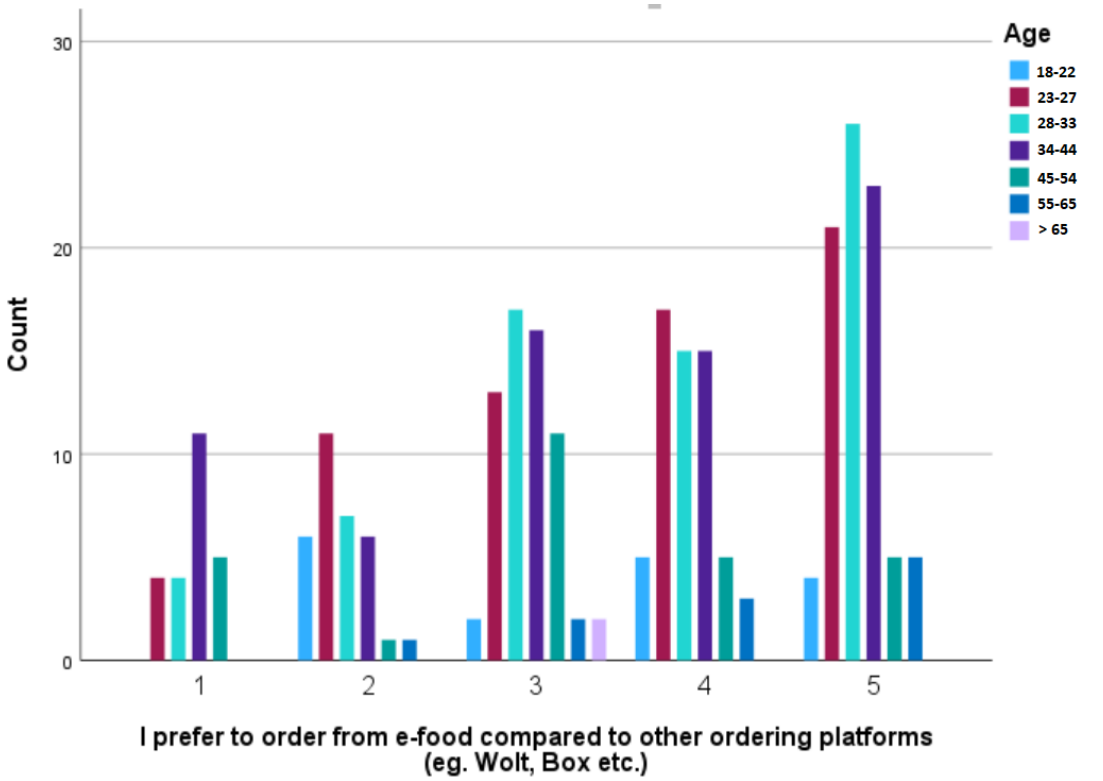

*Figure 14: Graph Age*I prefer to order from e-food compared to other ordering platforms (Wolt, Box etc.)-Age*

The data from Table 12 and figure 13 shows that the preference for ordering from e-food compared to other platforms varies across age groups. The younger age groups (18-22 and 23-27) demonstrate higher levels of agreement and strong agreement cumulatively but surprisingly the former group demonstrates a 35,5% of disagreement level , indicating a stronger preference for e-food. The older age groups (45-54 and 55-65) also show a considerable preference for e-food, particularly in the form of strong agreement.

These findings suggest that e-food has been successful in capturing the preference of younger and older consumers, while there is more room for improvement in the

middle-age groups (28-33 and 34-44). To capitalize on this trend and maintain or increase market share recommendations made in Section 5.

			I believe that e-food offers sufficient options in each store category (e.g. multiple options in the mini markets category)					
			Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Total
Age	18-22	Count	2	1	1	9	4	17
		%	11.8%	5.9%	5.9%	52.9%	23.5%	100.0%
	23-27	Count	0	4	23	27	12	66
		%	0.0%	6.1%	34.8%	40.9%	18.2%	100.0%
	28-33	Count	0	6	20	29	14	69
		%	0.0%	8.7%	29.0%	42.0%	20.3%	100.0%
	34-44	Count	1	2	26	27	15	71
		%	1.4%	2.8%	36.6%	38.0%	21.1%	100.0%
	45-54	Count	1	3	10	8	5	27
		%	3.7%	11.1%	37.0%	29.6%	18.5%	100.0%
	55-65	Count	0	0	2	6	3	11
		%	0.0%	0.0%	18.2%	54.5%	27.3%	100.0%
	<65	Count	0	0	1	1	0	2
		%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
Total		Count	4	16	83	107	53	263
		%	1.5%	6.1%	31.6%	40.7%	20.2%	100.0%

Table 13: Crosstabulation I believe that e-food offers many options in each store category (e.g. multiple options in the mini markets category)- Age

Table 14 presents mixed perceptions regarding e-food offering many options in each store category vary across age groups. The highest percentages of agreement and strong agreement are observed in the age groups of 23-27 (59.1%) and 28-33 (62.3%). This indicates that a significant portion of respondents in these age groups believes that e-food provides a wide range of options in each store category.

Age Group 18-22: The age group 18-22 also demonstrates a relatively high percentage of agreement and strong agreement (76.5%). This suggests that e-food is

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perceived positively in terms of offering multiple options in each store category among younger consumers.

Age Group 34-44: Interestingly, the age group 34-44 shows a higher percentage of respondents in the category of neither agree nor disagree (36.6%) compared to other age groups. This suggests a more neutral stance or uncertainty regarding the variety of options provided by e-food in each store category within this age group.

Older Age Groups: The older age groups, particularly 45-54 and 55-65, exhibit lower percentages of agreement and strong agreement. This indicates a lower perception of e-food offering many options in each store category among these age groups.

The findings suggest that while e-food is generally perceived positively in terms of offering a wide range of options in each store category, there may be room for improvement in catering to the preferences and expectations of older age groups. This could involve enhancing the visibility and accessibility of diverse options within each store category or implementing targeted marketing strategies to increase awareness among these age groups.

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Age * I would like more categories / types of stores to be added. Crosstabulation

			Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	
Age	18-22	Count	1	4	7	2	3	17
		%	5.9%	23.5%	41.2%	11.8%	17.6%	100.0%
	23-27	Count	5	10	15	18	18	66
		%	7.6%	15.2%	22.7%	27.3%	27.3%	100.0%
	28-33	Count	5	6	19	19	20	69
		%	7.2%	8.7%	27.5%	27.5%	29.0%	100.0%
	34-44	Count	4	6	19	12	30	71
		%	5.6%	8.5%	26.8%	16.9%	42.3%	100.0%
	45-54	Count	2	4	1	9	11	27
		%	7.4%	14.8%	3.7%	33.3%	40.7%	100.0%
	55-65	Count	1	0	0	4	6	11
		%	9.1%	0.0%	0.0%	36.4%	54.5%	100.0%
	<65	Count	0	0	1	1	0	2
		%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
Total		Count	18	30	62	65	88	263
		% within Age	6.8%	11.4%	23.6%	24.7%	33.5%	100.0%

Table 14: Crosstabulation: I would like more categories / types of stores to be added.- Age

Table 15, overall suggests that the majority of respondents express some level of agreement with the idea of adding more store categories/types. There are noticeable differences in responses across different age groups. For instance, the highest percentage of respondents who strongly agree or agree with the statement are in the age groups of 34-44 (42,3%). This age group shows a mixed pattern of responses, with a relatively higher proportion of respondents in the "neither agree nor disagree" category (26.8%). This suggests a level of ambivalence or uncertainty among respondents in this age group regarding the need for additional store categories.

On the other hand, the younger age groups (18-22) have a considerably low percentage of respondents disagreeing or neither agreeing/disagree.

Lack of Agreement: Across all age groups, the percentages of respondents who strongly disagree or disagree with the statement are relatively low, indicating that there is generally not strong opposition to the idea of adding more categories/types of stores. However, it is worth noting that even within the age groups with higher agreement percentages, there is still a notable proportion of respondents who do not express a clear preference.

The findings suggest that there is a demand for more variety in store categories/types, particularly among the middle-aged and older respondents. Marketers and brand strategists can leverage this insight to consider expanding their offerings or exploring partnerships to include a wider range of options, catering to the preferences of different age groups.

Age * I find e-food a reliable company in terms of what they promise for online ordering and delivery. Crosstabulation

			Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	
Age	18-22	Count	0	1	3	9	4	17
		%	0.0%	5.9%	17.6%	52.9%	23.5%	100.0%
	23-27	Count	0	7	12	34	13	66
		%	0.0%	10.6%	18.2%	51.5%	19.7%	100.0%
	28-33	Count	1	1	14	32	21	69
		%	1.4%	1.4%	20.3%	46.4%	30.4%	100.0%
	34-44	Count	4	3	15	27	22	71
		%	5.6%	4.2%	21.1%	38.0%	31.0%	100.0%
	45-54	Count	2	2	6	13	4	27
		%	7.4%	7.4%	22.2%	48.1%	14.8%	100.0%
	55-65	Count	0	1	1	6	3	11
		%	0.0%	9.1%	9.1%	54.5%	27.3%	100.0%
	<65	Count	0	0	1	1	0	2
		%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
Total		Count	7	15	52	122	67	263
		% within Age	2.7%	5.7%	19.8%	46.4%	25.5%	100.0%

Table 15: Crosstabulation: I find e-food a reliable company in terms of what they promise for online ordering and delivery.-Age

According to the table 16 the majority of respondents across all age groups express agreement or strong agreement with the statement, indicating a positive perception of e-food's reliability. The highest percentages of agreement are found in the age groups of 23-27 (71.2%), 28-33 (77.5%), and 34-44 (69.0%) cumulatively. This suggests that e-food has been successful in building a reliable image among its customers.

The findings suggest that e-food has effectively established a perception of reliability among its customers, particularly among younger and middle-aged consumers. This positive brand reputation can be leveraged by e-food in its marketing communications

to build trust and attract new customers. Their positive perception can contribute to brand loyalty and repeated usage.

Customer Satisfaction and Retention: The high levels of agreement indicate a positive customer experience with e-food's online ordering and delivery services. However, it's important for e-food to maintain and improve its reliability to ensure customer satisfaction and encourage repeat business.

Age * I am aware that I can buy Sklavenitis supermarket products online through the e-food application and have them delivered to my door. Crosstabulation

			Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Total
Age	18-22	Count	0	0	0	4	13	17
		% within Age	0.0%	0.0%	0.0%	23.5%	76.5%	100.0%
	23-27	Count	5	2	2	8	49	66
		% within Age	7.6%	3.0%	3.0%	12.1%	74.2%	100.0%
	28-33	Count	2	5	2	13	47	69
		% within Age	2.9%	7.2%	2.9%	18.8%	68.1%	100.0%
	34-44	Count	6	1	4	10	50	71
		% within Age	8.5%	1.4%	5.6%	14.1%	70.4%	100.0%
	45-54	Count	1	2	2	8	14	27
		% within Age	3.7%	7.4%	7.4%	29.6%	51.9%	100.0%
	55-65	Count	1	1	1	2	6	11
		% within Age	9.1%	9.1%	9.1%	18.2%	54.5%	100.0%
	<65	Count	0	0	0	0	2	2
		% within Age	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Total		Count	15	11	11	45	181	263

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	% within Age	5.7%	4.2%	4.2%	17.1%	68.8%	100.0%

Table 16: Crosstabulation: I am aware that I can buy Sklavenitis supermarket products online through the e-food application and have them delivered to my door- Age

This table (17) provides that the majority of respondents across all age groups show agreement or strong agreement with the statement, indicating a high level of awareness of the option to buy Sklavenitis supermarket products through the e-food application. The highest percentages of agreement are found in the age groups of 18-22 (76.5%), 23-27 (74.2%), and 28-33 (68.1%).

Variations by Age: While the overall trend shows high awareness, there are some variations in the levels of agreement across age groups. The older age groups, particularly 45-54 and 55-65, exhibit relatively lower percentages of agreement while a 10% of that group has never hear about this service. This could be attributed to differences in shopping preferences or a lower level of familiarity with online platforms among older consumers.

Age * The large number of stores available is one reason I choose e-food over its competitors. Crosstabulation

			Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	
Age	18-22	Count	1	2	5	5	4	17
		% within Age	5.9%	11.8%	29.4%	29.4%	23.5%	100.0%
	23-27	Count	3	4	18	25	16	66
		% within Age	4.5%	6.1%	27.3%	37.9%	24.2%	100.0%
	28-33	Count	2	8	15	26	18	69
		% within Age	2.9%	11.6%	21.7%	37.7%	26.1%	100.0%
	34-44	Count	6	9	14	23	19	71
		% within Age	8.5%	12.7%	19.7%	32.4%	26.8%	100.0%
	45-54	Count	2	2	9	10	4	27
		% within Age	7.4%	7.4%	33.3%	37.0%	14.8%	100.0%
	55-65	Count	0	0	3	5	3	11
		% within Age	0.0%	0.0%	27.3%	45.5%	27.3%	100.0%
	<65	Count	1	0	1	0	0	2
		% within Age	50.0%	0.0%	50.0%	0.0%	0.0%	100.0%
Total		Count	15	25	65	94	64	263
		% within Age	5.7%	9.5%	24.7%	35.7%	24.3%	100.0%

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Table 17: Crosstabulation: The large number of stores available is one reason I choose e-food over its competitor -Age

Table 18 provides insights into how different age groups perceive the large number of stores available as a reason for choosing e-food over its competitors. Overall, there is a general agreement across all age groups, with a significant portion agreeing or strongly agreeing with this statement. However, it is worth noting that the distribution varies to some extent among age groups

Higher Agreement in Older Age Groups: The data suggests that older age groups, particularly those in the 45-54 and 55-65 age ranges, show a higher percentage of agreement or strong agreement with the statement. This indicates that the availability of a large number of stores plays a more influential role in their decision to choose e-food compared to younger age groups.

Variations in Middle Age Groups: The 28-33 and 34-44 age groups display relatively balanced distributions across the response categories. While a substantial portion agrees or strongly agrees, there is also a notable presence of disagreement or neither agree nor disagree responses. This suggests that other factors may come into play for these age groups when choosing e-food, and the availability of stores is not the sole determinant.

Lower Agreement in Younger Age Groups: The 18-22 and 23-27 age groups exhibit lower percentages of agreement or strong agreement compared to the older age groups. This may indicate that the large number of stores available is not as influential in their decision-making process when choosing e-food. These younger age groups may prioritize other factors such as convenience, pricing, or specific offerings over the sheer number of stores available

The table highlights the significance of the availability of a large number of stores as a point of differentiation for e-food compared to its competitors. Marketers and brand strategists can leverage this finding by emphasizing the extensive range of stores and options available on the platform in their marketing campaigns and communications.

By highlighting this competitive advantage, they can attract and retain customers who value the variety and choice provided by e-food.

Age * I perceive e-food as an e-marketplace that offers many more shopping options than coffee and food. Crosstabulation

			Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	
Age	18-22	Count	1	1	0	4	11	17
		%	5.9%	5.9%	0.0%	23.5%	64.7%	100.0%
	23-27	Count	1	1	9	16	39	66
		%	1.5%	1.5%	13.6%	24.2%	59.1%	100.0%
	28-33	Count	0	4	16	15	34	69
		%	0.0%	5.8%	23.2%	21.7%	49.3%	100.0%
	34-44	Count	2	6	9	11	43	71
		%	2.8%	8.5%	12.7%	15.5%	60.6%	100.0%
	45-54	Count	0	1	4	8	14	27
		%	0.0%	3.7%	14.8%	29.6%	51.9%	100.0%
	55-65	Count	0	1	0	2	8	11
		%	0.0%	9.1%	0.0%	18.2%	72.7%	100.0%
	<65	Count	0	0	0	0	2	2
		%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
Total		Count	4	14	38	56	151	263
		% within Age	1.5%	5.3%	14.4%	21.3%	57.4%	100.0%

Table 18: Crosstabulation: I perceive e-food as an e-marketplace that offers many more shopping options than coffee and food.

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In summary, the table 19 presents the patterns and variations in perceptions indicate that younger age groups (18-22 and 23-27) tend to have a higher proportion of respondents who strongly agree with the perception of e-food as an e-shopping platform with holistic shopping options. As age groups get older, the percentage of respondents who agree decreases, and the percentage of respondents who neither agree nor disagree tends to increase. The older age groups (45-54, 55-65, and <65) show a lower inclination to strongly agree or agree with the perception compared to the younger age groups.

The findings indicate that younger consumers, particularly those in the 18-22 and 23-27 age groups, perceive e-food as more than just a platform for coffee and food. This presents an opportunity for marketers to develop targeted messaging that highlights the platform's diverse range of shopping options. By showcasing the variety of products available, marketers can attract and engage these younger age groups who are seeking more than just food and coffee delivery.

These variations in perceptions across age groups provide insights into the different attitudes and preferences towards e-food as an e-shopping platform, which can be useful for marketers and brand strategists in targeting specific age demographics and tailoring their messaging and offerings accordingly. Recommendations presented in section 4.

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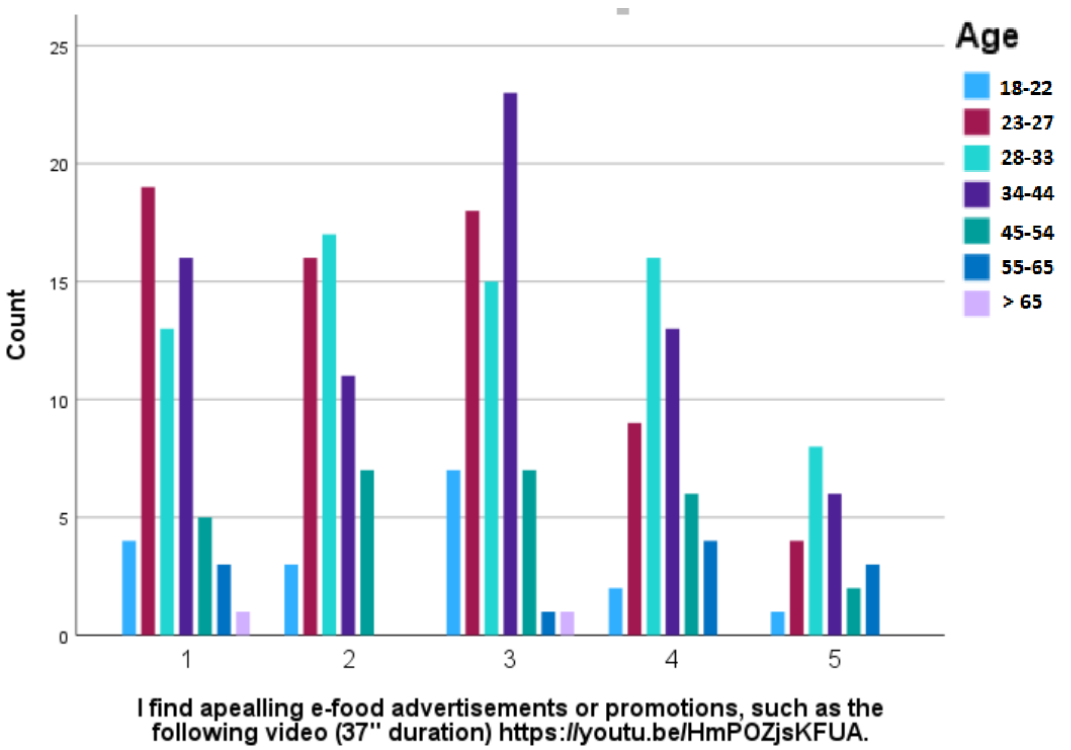

*Figure 15: Graph Age * I find appealing e-food advertisements or promotions, such as the following video*

Graph 14 presents the participants answers regarding perceived ads' appeal over competitors (1 strongly disagree -5 strongly agree) in relation with age. It was observed that no age group presented high levels of agreement with the statement of finding the content of ads as appealing. Age group 23-27 presented the strongest disagreement towards ads appealing content followed by group 34-44.

Further to the previously finding that the mean score for product performance, represented in the question "I find ads appealing" with mean score 2.72,
Surprisingly among the group 28-33 that perceive in a degree 26% the highest level of superiority over competitors only 16% also perceive ads content appealing in the rate of 4 'I rather agree'' dictating a low level of ads' effectiveness in perceived differentiation in group 28-33.

7. Discussion and conclusions

The results of this study provide valuable insights into the consumers' perceptions over marketing repositioning efforts of the e-food company. The research objectives aimed to examine consumers' perceptions of specific brand dimensions to determine if the desired repositioning goals were achieved. In extend, through the analysis, interpretation, and critical assessment of the results, we can gain a deeper understanding of the findings within the context of the research objectives and existing literature.

Based on the analysis of the data and the evaluation of the research statement, it can be concluded that the repositioning efforts undertaken by e-food have been successful to a moderate extent. The findings suggest that the company has achieved a reasonable level of presence in 14 dimensions constitute its repositioning strategy, grouped under the six constructs of awareness, attitudes, differentiation, range of offerings, and product performance. However, there is room for improvement in certain areas, such as increasing awareness about specific features / benefits and expanding the range of offerings to meet the desires of consumers.

The findings of the research provide valuable insights into the effectiveness of the marketing repositioning efforts undertaken by e-food and the consumers' perceptions of the brand dimensions. The discussion will analyze, interpret, and critically evaluate the results within the context of the research objectives and existing literature.

In terms of age, the sample had not completely proportional balanced distribution among age ranges as the majority of participants fell within the age groups of 23-27 (25.1%) and 28-33 (26.2%). The age groups of 18-22, 55-65, and over 65 years were the least represented. This distribution reflects a bias towards young and middle-aged individuals, which may affect the generalizability of the findings to other age groups.

Findings of table 13 suggest that while participants generally have a moderate level of trust in e-food's delivery efficiency, they perceive e-food as a reliable company in terms of fulfilling their promises for online ordering and delivery. This level of brand trust is crucial for the success of brand repositioning efforts as it indicates that e-food has established credibility and reliability in the minds of

consumers. Combined with the data of Crosstabulation table we may come to the concussion that the high levels of agreement indicate a positive customer experience with e-food's online ordering and delivery services. However, it's important for e-food to maintain and improve its reliability to ensure customer satisfaction and encourage repeat business.

Worth to mention that the residence distribution indicates that the majority of participants (77.2%) live in cities with a population of over 80,000 resident's cities where brands' added services are represented. (Sklavelitis shopping category, variety of local shops and e-food market) This suggests that the research findings may be more representative of urban areas and may not fully capture the perspectives of individuals residing in smaller towns or rural areas. These findings suggest that the sample consists of individuals with relatively higher levels of education, which may influence their perceptions and responses.

Over all the brand doing well on being considered a diversified option for online shopping and consumes seems to prefer is from other apps and at a degree for this reason among others. Participants perceive e-food as somewhat distinct from other ordering platforms driven by the availability of a wide variety of stores. However, there is significant variability in responses, indicating diverse opinions and preferences among participants. Additionally, emphasizing the quality, reliability, and convenience of the e-food platform could further enhance its differentiation in the market. While large proportions are aware of the existence of e-food market this is not the same in regards with Sklavenitis but e food strategically has put more effort in enchasing the e-food market and not Sklavenitis. The rating mean for the appeal of ads related to e-food is 2.72, indicating a emphasizing the need for further actions. While participants generally like using the app, there is room for improvement in terms of the appeal of ads.

The findings regarding product performance indicate a generally favorable perception of the e-food app's functionality, with participants expressing a liking for using the app. This suggests that the company has successfully developed a user-friendly platform. However, the relatively lower level of agreement or positive perception regarding participants' identification with what the e-food company

represents highlights an area of concern and further action can be made. To address this, e-food could consider implementing strategies to better communicate its values and brand image to consumers, such as through targeted messaging and storytelling.

The results also indicate a relatively lower level of appeal or positive perception of ads related to e-food. This suggests that there may be room for improvement in the company's advertising strategy. E-food could explore alternative advertising channels or refine its messaging to better resonate with the target audience. Additionally, conducting market research to understand consumer preferences and incorporating consumer feedback in the ad development process could help enhance the effectiveness of advertising efforts.

Interestingly participants exhibited a moderate level of brand trust in the speed of deliveries made by e-food distributors and perceived the company as reliable in fulfilling promises for online ordering and delivery. Building and maintaining trust is crucial for long-term success and e-food should continue to prioritize and invest in delivery efficiency and customer service. Strengthening the company's reputation for reliable and timely deliveries through consistent performance and transparent communication with customers can help solidify trust and loyalty.

From a researcher's perspective, interpreting the results entails understanding the implications for the e-food company's marketing repositioning efforts. The positive perception of product performance and the moderate level of brand trust suggest that the company has made progress in aligning with its intended repositioning goals. However, the relatively lower scores in terms of consumer Identification with the brand and the appeal of ads indicate areas for improvement.

The key take outs can be critically analyzed by the brand considering the congruence between the research objectives, existing literature, and the observed results. They would evaluate the strengths and weaknesses of the marketing repositioning efforts based on consumer perceptions and identify areas that require further attention or refinement. This analysis could involve comparing the results to industry benchmarks or conducting additional research to gain a deeper understanding of consumer preferences and behaviors.

In conclusion, the findings of this study provide valuable insights for e-food to evaluate the effectiveness of its marketing repositioning efforts. By critically analyzing and interpreting the results, the company can make informed decisions to optimize its brand positioning and enhance. E-food can take several actions to capitalize on the strengths and address the areas of improvement. This may include refining its advertising strategy to enhance consumer identification with the brand, exploring alternative advertising channels, and improving the appeal of ads. The company can also leverage its differentiation factor by continuously expanding its network of partner stores and emphasizing the wide variety of options available. Additionally, e-food should continue prioritizing delivery efficiency and customer service to maintain and strengthen brand trust.

8. Managerial Implementations

In the managerial implementations section, we will provide actionable recommendations for e-food based on the study's findings. These recommendations will focus on specific strategies and initiatives that can help the company further improve its repositioning efforts and enhance its brand image and market position.

Strengthening Awareness:

To further enhance awareness among consumers, e-food can consider implementing further targeted marketing campaigns that highlight the convenience and benefits of purchasing Sklavenitis supermarket products online through the e-food application. These campaigns can leverage various channels, such as social media, online advertising, and partnerships with influencers or local communities. Additionally, providing clear and concise information on the foundation of the e-food market network and its guaranteed delivery within 15 minutes can help reinforce awareness and build trust among consumers.

Enhancing Attitudes:

To improve attitudes towards e-food, the company should focus on continuously improving the user experience of the e-food application. This can include optimizing

the design and functionality of the app, ensuring smooth and seamless navigation, and incorporating features that enhance convenience and personalization. Regular updates and bug fixes based on user feedback can also contribute to a positive user experience. Additionally, e-food can invest in customer support services to promptly address any issues or concerns raised by users, further enhancing their overall satisfaction and attitude towards the brand.

Expanding Range of Offerings:

To meet the desire for more categories/types of stores, e-food can explore partnerships with additional retailers and shops to expand its choice offerings. Conducting market research to identify the specific categories that are in demand among consumers can help prioritize the expansion efforts. E-food can also consider collaborating with local businesses or specialty stores to provide a unique and diverse range of products to its customers. Communicating the addition of new store categories and product options effectively through targeted marketing campaigns can further generate excitement and interest among consumers.

Communication and Transparency:

Maintain clear and transparent communication with consumers about e-food's offerings, policies, and any updates or changes. Regularly communicate the range of options available within each store category and highlight any new additions or improvements. Engage with customers through newsletters, social media, and other channels to keep them informed and involved.

Strengthening Product Performance:

Continuous improvement in the quality and delivery of products is crucial for building trust and loyalty among customers. E-food can work closely with its partner stores, such as local shops, to ensure the availability of fresh and high-quality products. Implementing strict quality control measures and monitoring customer feedback can help identify any issues and address them promptly. Moreover, optimizing the delivery process to ensure timely and accurate delivery of orders can contribute to a positive product performance perception among customers.

Leveraging Customer Feedback:

E-food should establish a feedback mechanism to actively collect and analyze customer feedback. This can be done through surveys, ratings, and reviews within the e-food application. By actively listening to customers' suggestions, concerns, and preferences, e-food can identify areas for improvement and make informed decisions to enhance its services and offerings. Engaging with customers through personalized responses and implementing changes based on their feedback can foster a sense of partnership and loyalty.

Monitoring and Benchmarking:

E-food should continuously monitor the market landscape, competitor offerings, and customer preferences to stay ahead of the competition. Regularly benchmarking its services and offerings against industry standards and best practices can help identify areas where e-food can further differentiate itself and provide unique value to its customers. By staying informed and agile, e-food can adapt its strategies and initiatives to meet the evolving needs and expectations of consumers.

Targeting:

Targeted Marketing Strategy: E-food may develop a targeted marketing strategy specifically aimed at the 28-33 age group who showed lower score of preference levels in relation with competitors apps. Tailor promotional campaigns, messaging, and advertisements to resonate with the preferences and needs of this demographic. Highlight the unique features and benefits of the e-food app that appeal to this age group, such as convenience, variety, or personalized recommendations. May also build upon the perceived differentiation observed among the 28-33 age group. Identify and strengthen the features or aspects of the e-food app that set it apart from competitors. This could involve investing in technology enhancements, improving user experience, expanding the range of food options, or offering exclusive deals or rewards for this particular age group. Collaborate with influential individuals within the 28-33 age group, such as popular food bloggers, vloggers, or social media

personalities. Partnering with these influencers can help increase brand visibility, credibility, and attract more users from the target age group.

Communication and Transparency:

Maintain clear and transparent communication with consumers about e-food's offerings, policies, and any updates or changes. Regularly communicate the range of options available within each store category and highlight any new additions or improvements. Engage with customers through newsletters, social media, and other channels to keep them informed and involved.

Continuous Market Research: Conduct ongoing market research to stay informed about evolving preferences and. Regularly collect feedback, analyze user behavior, and monitor competitors' strategies to identify opportunities for improvement and adaptation. This will ensure that the e-food app remains relevant and meets the changing demands of this target demographic.

Seamless User Experience:

Focus on providing a seamless and user-friendly experience within the e-food app. Ensure that the app is easy to navigate, offers efficient order placement and payment processes, and provides timely and accurate delivery to maintain and improve trustworthiness levels. A positive user experience will contribute to customer satisfaction and reinforce the preference for the e-food app. By implementing these recommendations, e-food can further strengthen its repositioning efforts and enhance its brand image and market position.

Improving Perceptions: The findings suggest that e-food may need to focus on improving perceptions among older age groups. This could be achieved through targeted marketing campaigns that highlight the convenience, variety, and benefits of using e-food, specifically tailored to appeal to the preferences and concerns of older consumers. Additionally, providing clear and user-friendly interfaces, personalized recommendations, and efficient customer service can help address any reservations or skepticism older consumers may have.

It's important to note that these recommendations should be considered in conjunction with other factors such as the brand's unique value proposition, competitive landscape, and overall marketing objectives. Marketers and brand strategists should tailor their approach based on their specific target market and business goals, leveraging the insights from the findings as insights for developing effective strategies.

9. Limitations and Associated Opportunities for Future Research:

Limitations:

1. Sample Size: The study's findings are based on a convenience sample size, which may not be fully representative of the larger population so it can't produce generalizable results. Convenience samples are at risk for both sampling bias and selection bias. A larger and more diverse sample could provide a more comprehensive understanding of consumer perceptions.
2. Generalizability: The study focused on a specific e-food company and may not be applicable to other companies or industries. Generalizing the findings to different contexts should be done cautiously. Limitation of Age Group "<65": consists of only two respondents, limiting the generalizability of the findings for this specific age group.
3. Self-Report Bias: The data collected relied on participants' self-reported perceptions, which may be subject to biases or inaccuracies. Participants may have provided socially desirable responses or their perceptions may differ from their actual behavior.
4. Single Method of Data Collection: The study utilized a survey questionnaire as the primary method of data collection. Using multiple methods, such as interviews or observations, could provide a more holistic understanding of consumer perceptions.

Future Opportunities for Research:

1. Longitudinal Studies: Conducting longitudinal studies over an extended period could provide insights into the long-term effects of marketing repositioning efforts on consumer perceptions. This would allow researchers to assess the sustainability of the repositioning strategy and its impact over time.
2. Comparative Analysis: Comparing the effectiveness of marketing repositioning efforts across different companies or industries would offer valuable insights into the factors that contribute to successful repositioning. This comparative analysis could identify best practices and strategies for achieving desired repositioning outcomes.
3. Qualitative Research: Incorporating qualitative research methods, such as in-depth interviews or focus groups, would allow for a deeper exploration of consumer perceptions, motivations, and emotions related to the repositioning efforts. This qualitative data could complement the quantitative findings and provide a richer understanding of the subject.
4. Multinational Studies: Expanding the research to include multiple countries or regions would enable a cross-cultural analysis of consumer perceptions. This could uncover cultural nuances and variations in consumer responses to marketing repositioning strategies, contributing to a more comprehensive understanding of the topic.
5. Researchers further research the data collected and analyzed from descriptive research using different research techniques. The data can also help point towards the types of research methods used for the subsequent research.
6. Statistical Analysis

   Descriptive statistics offer a starting point for examining the distribution of responses across age ranges, but further analysis is needed to draw more conclusive insights. To gain a deeper understanding of the relationship between age and respondents' perceptions, it would be beneficial to perform statistical analyses, such as chi-square tests or logistic regression, to determine if there are significant associations or trends between age groups and the responses. These analyses would provide more robust insights and help uncover any meaningful relationships that may exist.

7. Impact on Financial Performance: Investigating the relationship between marketing repositioning efforts and financial performance metrics, such as sales revenue or market share, would provide insights into the tangible outcomes of successful repositioning. Understanding the financial impact can help organizations make informed decisions regarding their marketing strategies.

Overall, further research should aim to address the limitations of this study, explore new avenues, and provide a broader perspective on the effectiveness of marketing repositioning efforts and their implications for companies operating in competitive markets.

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Appendix

Questionnaire Content

Intro note:
Evaluation of customer perceptions for the repositioning of e-food

Dear participant, As part of my postgraduate studies "MSc in Marketing & Communication: Specialization in International Marketing (PRIMA)" at the Athens University of Economics and Business (AUEB), I am conducting this survey. The questionnaire is designed to collect the necessary data for the completion of the dissertation. The filling process takes about 5 minutes and is anonymous. Please read carefully and answer the following short questions. Thank you in advance for your voluntary participation.

Αξιολόγηση αντιλήψεων πελατών για την επανατοποθέτηση του e-food
Αγαπητή/-έ συμμετέχουσα /-οντα,

Στο πλαίσιο των μεταπτυχιακών μου σπουδών “MSc in Marketing & Communication : Specialization in International Marketing (PRIMA)” στο Οικονομικό Πανεπιστήμιο Αθηνών (ΟΠΑ), διεξάγω την παρούσα δημοσκόπηση.
Το ερωτηματολόγιο έχει σχεδιαστεί ώστε να συλλεχθούν τα απαραίτητα δεδομένα για την ολοκλήρωση της διπλωματικής εργασίας.
Η διαδικασία συμπλήρωσης διαρκεί περίπου 5 λεπτά και είναι ανώνυμη.
Παρακαλώ διαβάστε προσεκτικά και απαντήστε στις παρακάτω σύντομες ερωτήσεις.
Σας ευχαριστώ προκαταβολικά για την εθελοντική συμμετοχή σας.

Με εκτίμηση,
Κιριμκίρογλου Φρόσω

Definition
What do we define as brand repositioning?
Repositioning refers to the process by which a company reinvents itself in the minds of consumers. It is often done through the creation or expansion of product or service categories that it already offers on the market, in order to re-establish itself in a different way. This is achieved if it manages to influence the perceptions and beliefs that the public has about it, compared to before

Τι ορίζουμε ως επανατοποθέτηση

> Η επανατοποθέτηση αναφέρεται στη διαδικασία με την οποία μια εταιρεία επαναπροσδιορίζεται στο μυαλό των καταναλωτών. Συχνά γίνεται μέσω της δημιουργίας ή επέκτασης κατηγορίων προϊόντων ή υπηρεσιών που προσφέρει ήδη στην αγορά, με σκοπό να επανα-εδραιωθεί με διαφορετικό τρόπο. Αυτό επιτυγχάνεται εφόσον καταφέρει να επηρεάσει τις αντίληψεις και τις πεποιθήσεις που έχει για αυτήν το κοινό, σε σχέση με πριν.

Questionnaire				
#	**Ερώτηση**	**Απάντηση**	**Question**	**Answer**
Q1	**Γνωρίζετε την εταιρεία e-food;**	1. Ναι 2. Όχι	**Do you know the e-food brand?**	1. Yes 2. No
Q2	**Γνωρίζετε ότι το e-food έχει επεκτείνει την γκάμα των προϊόντων που προσφέρει για online παραγγελίες, συμπεριλαμβάνοντας καταστήματα όπως ενδεικτικά: super markets, mini markets, φαρμακεία, καταστήματα για κατοικίδια ζώα, κάβες, βιβλιοπωλεία, ανθοπωλεία, μανάβικα και κρεοπωλεία.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I am aware that e-food has expanded the range of products it offers for online ordering, including stores such as but not limited to: super markets, mini markets, pharmacies, pet stores, wineries, bookstores, florists, greengrocers and butchers.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q3	**Γνωρίζω για τη δημιουργία του δικτύου e-food market με εγγυημένη τη δυνατότητα παράδοσης παραγγελίας ειδών παντοπωλείου εντός 15 λεπτών.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I am aware about the foundation of the e-food market network with guaranteed delivery of grocery orders within 15 minutes.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q4	**Είμαι ενήμερη/-ος ότι μπορώ να αγοράσω online προϊόντα του σούπερ μάρκετ Σκλαβενίτης μέσω της εφαρμογής του e-food και να παραδοθούν στην πόρτα μου.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I am aware that I can buy Sklavenitis supermarket products online through the e-food application and have them delivered to my door.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q5	**Αντιλαμβάνομαι το e-food ως μια πλατφόρμα ψηφιακών αγορών που προσφέρει πολλές περισσότερες επιλογές αγορών από καφέ και**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ	**I understand e-food as a e-shopping platform that offers many more shopping options than coffee and food.**	1. Strongly disagree 2. Disagree 3. Neither

	φαγητό.	5. Συμφωνώ απολύτως		agree no disagree 4. Agree 5. Strongly agree
Q6	**Προσεκλύουν το ενδιαφέρον μου διαφημίσεις ή προωθητικές ενέργειες του e-food, όπως το παρακάτω βίντεο (διάρκεια 37'') https://youtu.be/HmPOZjsKFUA.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I find appealing e-food advertisements or promotions, such as the following video (37'' duration) https://youtu.be/HmPOZjsKFUA.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q7	**Πιστεύω ότι οι παραδόσεις που εκτελούνται από διανομείς του e-food είναι ταχείες, όπως διαφημίζεται.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I believe that deliveries made by e-food distributors are fast as advertised.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q8	**Θεωρώ ότι η εφαρμογή e-food (app & web) είναι ελκυστική σε επίπεδο design**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I find the e-food application (app & web) attractive in terms of design.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q9	**Αξιολογώ το e-food ως μια χρήσιμη υπηρεσία για τις καθημερινές ανάγκες**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I rate e-food as a useful service for daily needs.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q10	**Μου αρέσει να χρησιμοποιώ την εφαρμογή e-food**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ	**I like using the e-food app.**	1. Strongly disagree 2.

		ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως		Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q11	**Σε γενικές γραμμές προτιμώ να παραγγέλνω από το e-food σε σχέση με άλλες πλατφόρμες παραγγελιών (πχ. Wolt, Box κλπ)**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**In general, I prefer to order from e-food compared to other ordering platforms (eg. Wolt, Box etc.)**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q12	**Πιστεύω ότι στο e-food βρίσκω πολλές επιλογές σε καθε κατηγορία καταστημάτων (πχ. πολλαπλές επιλογές στην κατηγορία mini markets)**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I believe that e-food offers many options in each store category (e.g. multiple options in the mini markets category)**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q13	**Ταυτίζομαι με όσα αντιλαμβάνομαι ότι εκπροσωπεί η εταιρεία e-food**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I identify with what I perceive the e-food company represents.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q14	**Θεωρώ το e-food μια αξιόπιστη εταιρεία σε σχέση με όσα υπόσχεται για τις online παραγγελίες και παραδόσεις.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I find e-food a reliable company in terms of what they promise for online ordering and delivery.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q15	**Ο μεγάλος αριθμός διαθέσιμων**	1. Διαφωνώ απολύτως	**The large number of stores available is one**	1. Strongly

	καταστημάτων είναι ένας λόγος που επιλέγω το e-food έναντι των ανταγωνιστών του.	2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**reason I choose e-food over its competitors.**	disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q16	**Θα επιθυμούσα να προστεθούν περισσότερες κατηγορίες / είδη καταστημάτων.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**I would like more categories / types of stores to be added.**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Q17	**I would like more categories / types of stores to be added.**	1. Διαφωνώ απολύτως 2. Διαφωνώ 3. Ούτε διαφωνώ ούτε συμφωνώ 4. Συμφωνώ 5. Συμφωνώ απολύτως	**The features offered when using the application as a whole satisfy my needs (live order tracking, online payment options, etc.)**	1. Strongly disagree 2. Disagree 3. Neither agree no disagree 4. Agree 5. Strongly agree
Demographics				
D1	**Ποιο είναι το φύλο σας;**	1. Άνδρας 2. Γυναίκα 3. Προτιμώ να μην πω	**What is your gender?**	1. Man 2. Female 3. Prefer no to say
D2	**Ζείτε σε πόλη με πληθυσμός μικρότερο ή μεγαλύτερο των 80 χιλ. κατοίκων;**	1. Πόλη > 80 χιλιάδες κατοίκους 2. Πόλη < 80 χιλιάδες κατοίκους	**Do you live in a city with less or more than 80k residents?**	1. City > 80k 2. City < 80k
D3	**Ποια είναι η ηλικία σας;**	1. < 17 2. 18-22 3. 23-27 4. 28-33 5. 34-44 6. 45-54 7. 55-65 8. <65	**What is your age?**	1. < 17 2. 18-22 3. 23-27 4. 28-33 5. 34-44 6. 45-54 7. 55-65 8. <65
D4	**Ποιο είναι το ανώτερο επίπεδο εκπαίδευσή σας;**	1. Χωρίς εκπαίδευση 2. Απολυτήριο Δημοτικού Σχολείου 3. Απολυτήριο Γυμνασίου/Λυκείου 4. Πτυχίο Μεταλυκειακής	**What is the highest level of education you have completed?**	1. Without degree 2. Primary School degree

		Εκπαίδευσης(ΙΕΚ, ΚΕΚ, ΕΠΑΛ, ΕΠΑΣ) 5. Πτυχίο Ανώτερων ή Ανώτατων Σχολών(ΑΕΙ, ΑΤΕΙ) 6. Μεταπτυχιακό/Διδακτορικό Τίτλο		3. Junior High School/High School degree 4. Vocational Education degree 5. Bachelor's degree 6. Master's or Ph.D. degree
D5	**Ποιο είναι το μηνιαίο καθαρό εισόδημά σας;**	1.< 360 2. 361-780 3. 781-900 4. 901-1,150 5. 1,151-1,400 6. 1,400-1,600 7. 1,601-1,800 8. 1,801-2,000 9. 2,001-2,500 10. 2,501-5,000 11. > 5,001	**What is your monthly net income?**	1.< 360 2. 361-780 3. 781-900 4. 901-1,150 5. 1,151-1,400 6. 1,400-1,600 7. 1,601-1,800 8. 1,801-2,000 9. 2,001-2,500 10. 2,501-5,000 11. > 5,001